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Report of the Committee for Programme and Coordination

Fifty-fifth session
(1-26 June 2015)

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Note

Symbols of United Nations documents are composed of letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.

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Chapter I

Organization of the session

1. The Committee for Programme and Coordination held its organizational session (1st meeting) on 23 April 2015 and its substantive session from 1 to 26 June 2015 at United Nations Headquarters. It held a total of 19 meetings and a number of informal consultations.

A. Agenda

2. The agenda for the fifty-fifth session, adopted by the Committee at its organizational session (1st meeting), is contained in annex I to the present report.

Selection of reports of the Joint Inspection Unit

3. At its 1st meeting, the attention of the Committee was drawn to the note by the Secretariat (E/AC.51/2015/L.2), submitted pursuant to Economic and Social Council resolution 2008 (LX) and General Assembly resolution 59/267, containing the information that there were no relevant reports of the Joint Inspection Unit available for consideration by the Committee at its organizational session.

Programme of work

4. At the same meeting, the attention of the Committee was drawn to the annotated provisional agenda (E/AC.51/2015/1) and the note by the Secretariat on the status of documentation (E/AC.51/2015/L.1) listing the documents for consideration by the Committee.

5. At its 2nd meeting, on 1 June, the Committee approved its programme of work with the understanding that adjustments would be made by the Bureau, as necessary, during the course of the session in order to take the pace of discussions into account.

6. Following the 2nd meeting, informal briefings were held by the Secretary of the Committee and representatives of the Secretary-General on organizational and logistical matters and on evaluation issues.

B. Election of officers

7. At its 1st meeting, the Committee elected, by acclamation, Yuri Ambrazevich (Belarus) as Chair of the Committee for the fifty-fifth session.

8. At its 2nd meeting, the Committee elected, by acclamation, Renata Archini (Italy) as Vice-Chair of the Committee for the session.

9. At its 4th meeting, on 2 June, the Committee elected, by acclamation, Joseph Marie Fouda Ndi (Cameroon) as Rapporteur of the Committee for the session.

10. At its 12th meeting, on 11 June, the Committee elected, by acclamation, Lorena Giménez Jiménez (Bolivarian Republic of Venezuela) as Vice-Chair of the Committee for the session.

11. The members of the Bureau for the fifty-fifth session of the Committee are:

Chair:
Yuri Ambrazevich (Belarus)

Vice-Chairs:[1]
Renata Archini (Italy)
Lorena Giménez Jiménez (Bolivarian Republic of Venezuela)

Rapporteur:
Joseph Marie Fouda Ndi (Cameroon)

C. Attendance

12. The following States Members of the United Nations were represented on the Committee:

Armenia	Japan
Belarus	Morocco
Benin	Namibia
Botswana	Pakistan
Brazil	Peru
Burkina Faso	Portugal
Cameroon	Republic of Korea
China	Russian Federation
Cuba	Saudi Arabia
El Salvador	Ukraine
Equatorial Guinea	United Kingdom of Great Britain and Northern Ireland
Ethiopia	United Republic of Tanzania
France	United States of America
Haiti	Uruguay
Iran (Islamic Republic of)	Venezuela (Bolivarian Republic of)
Italy	

13. The following States Members of the United Nations were represented by observers:

Algeria	Lebanon
Austria	Mexico
Bulgaria	Netherlands
Egypt	Norway
Israel	Paraguay
Kenya	Uganda

14. The following intergovernmental organization was represented as an observer: European Union.

[1] In the absence of any nomination for the position of Vice-Chair from Asia-Pacific States, the seat remained vacant at the fifty-fifth session of the Committee.

15. Also present at the session were the Under-Secretary-General for Internal Oversight Services; the Under-Secretary-General and Special Adviser on Africa; the Assistant Secretary-General for Intergovernmental Support and Strategic Partnerships, United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women); the Assistant Secretary-General/Chief Information Technology Officer; the Deputy Secretary-General of the United Nations Conference on Trade and Development (UNCTAD); the Director of the secretariat of the United Nations System Chief Executives Board for Coordination (CEB); and other senior officials of the Secretariat.

16. The following reports were discussed by videoconference: consolidated changes to the biennial programme plan as reflected in the proposed programme budget for programme 19, Economic and social development in Western Asia, and the programme evaluations of UNCTAD, the Economic Commission for Latin America and the Caribbean (ECLAC), the Economic and Social Commission for Asia and the Pacific (ESCAP), the United Nations Human Settlements Programme (UN-Habitat) and the Office of the United Nations High Commissioner for Refugees (UNHCR), as well as the review of the evaluation capacity of UNHCR.

D. Documentation

17. The list of documents before the Committee at its fifty-fifth session is set out in annex II.

E. Organization of work

18. To ensure consistency, the Committee decided to use the term "endorsed" when considering reports on programme evaluation. The Committee also recalled the use of the term "approved" when considering reports on the strategic framework, in accordance with its established working practice.

F. Adoption of the report of the Committee

19. At the 19th meeting, on 26 June, the Rapporteur introduced the draft report of the Committee (E/AC.51/2015/L.4 and Add. 1-17).

20. At the same meeting, the Committee adopted the draft report.

21. Before the closure of the session, statements were made by the representatives of the United Kingdom of Great Britain and Northern Ireland, Italy, Iran (Islamic Republic of), France, Japan, Venezuela (Bolivarian Republic of), Ukraine, Cuba and Morocco. The Chair made concluding remarks.

Chapter II
Programme questions

A. Proposed programme budget for the biennium 2016-2017

Proposed revisions to the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation

22. At its 8th meeting, on 4 June 2015, the Committee considered the report of the Secretary-General on proposed revisions to the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (A/68/74 and Corr.1).

23. It was recalled that at its fifty-second session the Committee had recommended that the General Assembly should request the Secretary-General to present the above-mentioned report, based on changes approved by the Assembly in its various resolutions on programme planning (see A/67/16, para. 71). That recommendation had been endorsed by the Assembly in its resolution 67/236.

24. It was also recalled that at its fifty-third session the Committee had decided to continue its consideration of the question at its fifty-fifth session.

25. The representative of the Secretary-General introduced the report and responded to questions raised during its consideration by the Committee.

Discussion

26. One delegation indicated that high priority was placed on the process, and delegations welcomed the proposed revisions to update the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation.

27. Some delegations welcomed the proposed amendments. Others expressed concern at the inclusion of amendments that had no specific mandate and at the proposed revisions without a direct link to General Assembly resolutions going beyond the mandate of the Assembly and stressed that any attempt to change any aspect of the legislative framework guiding the Organization was not acceptable. One delegation sought clarification as to why the latter changes had been proposed by the Secretary-General.

28. Delegations asked to be provided with a general overview of all changes, including historic information on earlier revisions and explanations for the introduction of new concepts (for instance, the replacement of the medium-term plan with the strategic framework), so as to gain a better understanding of the rationale for the proposed amendments. Delegations also requested that they should be provided with the specific reason for each proposed change, including whether the proposal was based on a decision by the General Assembly or had other underlying justifications. Clarification was also sought on the reasons for the proposed amendments, including to regulation 4.12 and rules 104.2 and 105.6, in particular on the latitude that programme managers had to take corrective measures if it became evident that the course of action was not achieving the envisaged results.

29. One delegation expressed the view that the Regulations and Rules should promote robust, well-defined indicators of achievement that adequately measured the extent to which actual results had been achieved. It was also expressed that performance measurement practices should be relevant and cost-effective. It was emphasized that programme performance reports should include not only explanations for situations in which expected accomplishments had not been achieved but also strategies and actions to improve performance. Furthermore, the importance of ensuring that the Regulations and Rules held the Committee responsible for identifying and removing outputs in the programme budget that were duplicative, obsolete, ineffective or of marginal value was emphasized.

30. The question of whether the Secretary-General had given any consideration to the possibility of streamlining the text and whether it was feasible to shorten the Regulations and Rules was raised.

Conclusions and recommendations

31. **The Committee reiterated the need to periodically update the current set of Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation in order to develop outcome-oriented strategic frameworks, strengthen management and accountability systems and identify ways to improve the efficiency and effectiveness of the Organization's administrative processes.**

32. **In that regard, the Committee reaffirmed its role of verifying that the programmes of activities of the Organization were implemented in line with the legislative mandates and that the full implementation of regulations and rules should be ensured.**

33. **The Committee recommended that the General Assembly should approve the revisions proposed by the Secretary-General, subject to the following modifications:**

Regulation 2.1

Retain the current chapeau of regulation 2.1.

Regulation 3.2

Retain current paragraphs 5 and 6.

After paragraph 5, insert a new paragraph (renumbering the remaining paragraphs accordingly), reading: "The programme narratives of the programme budget fascicles shall be identical to the biennial programme plan."

After the new paragraph 6, insert a new paragraph (renumbering the remaining paragraphs accordingly), reading:

"The Secretary-General shall include in the introduction of budget fascicles information on the new and/or revised mandates approved by the General Assembly subsequent to the adoption of the biennial programme plan. The Committee for Programme and Coordination, in performing its programmatic role in the planning and budgetary process, shall review

the programmatic aspects of the new and/or revised mandates referred to above, as well as any differences that arise between the biennial programme plan and the programmatic aspects of the proposed programme budget."

Rule 104.2

Insert a new subparagraph (b) (renumbering the remaining paragraphs accordingly), reading: "(b) The Secretary-General shall prepare part two: biennial programme plan, to cover two years."

Rule 104.5 (d) (i)

Delete the phrase "including those identified through evaluation".

Regulation 4.13

Replace the proposed revision with the following: "The Committee for Programme and Coordination, in performing its programmatic role in the planning and budgeting process, shall review the programmatic aspects of the new and/or revised mandates approved by the General Assembly subsequent to the adoption of the biennial programme plan, as well as any differences that arise between the biennial programme plan and the programmatic aspects of the proposed programme budget. All proposed revisions by the Secretary-General shall be as detailed as necessary to incorporate the programme implications of the resolutions and decisions adopted by intergovernmental organs and international conferences since the adoption of the biennial programme plan."

Rule 104.9

Retain current subparagraph (b) and adjust the numbering accordingly.

Regulation 4.16

Retain the current regulation and replace the phrase "medium-term plan" with "strategic framework".

Regulation 5.1

Replace the first two sentences with the following: "The budget outline shall be submitted and considered for approval by the General Assembly after consideration and adoption of the strategic framework. After their approval by the Assembly, the strategic framework and the budget outline shall together form the basis for preparing the proposed programme budget."

Regulation 5.8

Replace regulation 5.8 with the following: "The Committee for Programme and Coordination shall review the proposed programme budget to ensure that the narratives of the programme budget fascicles are identical to the approved biennial programme plan and report on its deliberations. The

report of the Committee shall be communicated to the General Assembly and the Economic and Social Council for their consideration."

Regulation 6.1

Accept the proposed revisions with the deletion of the word "relevant".

Rule 106.1 (a) (ii)

Accept the proposed revisions, except the addition of the phrase "to the extent possible by subprogramme".

34. **The Committee decided to defer consideration of the proposed revisions to article VI, Evaluation, of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation to its fifty-seventh session and recommended that the General Assembly should request the Secretary-General to propose further revisions to article VI and the annex to the Regulations and Rules, taking into account relevant resolutions of the Assembly.**

Consolidated changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2016-2017

35. At its 14th meeting, on 12 June 2015, the Committee considered the report of the Secretary-General on consolidated changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2016-2017 and proposals to improve the implementation of results-based budgeting (A/70/80).

36. Representatives of the Secretary-General introduced the report and responded to queries raised during its consideration by the Committee.

Discussion

37. Delegations sought clarification on whether the biennial programme plans in the proposed programme budget fascicles for the biennium 2016-2017 were identical to those contained in the biennial programme plan and priorities for the period 2016-2017, as published in A/69/6/Rev.1.

38. One delegation queried whether the changes reflected in chapter I of the report of the Secretary-General had been taken into account in the proposed programme budget fascicles for programme 8, Least developed countries, landlocked developing countries and small island developing States; programme 19, Economic and social development in Western Asia; and programme 25, Management and support services.

39. Several delegations requested that supplementary information should be provided to facilitate the work of the Committee by clearly indicating a comparison between the approved biennial programme plan for the period 2016-2017 and the proposed revisions for the three programmes concerned.

40. Regarding programme 25, Management and support services, one delegation indicated in particular that the Board of Auditors had raised many issues and made recommendations relating to information and communications technology (ICT) and would want to review whether those had been taken into account in the revisions. In

addition, one delegation sought clarification concerning the human resources component in the approved biennial programme plan and in the current revisions.

41. Regarding programme 4, Peacekeeping operations, the delegation of Pakistan stated that it attached great importance to the United Nations Military Observer Group in India and Pakistan and underlined that it was committed to extending moral, political and diplomatic support to the people of Indian-occupied Kashmir so that they could achieve their right to self-determination.

Conclusions and recommendations

42. **The Committee recommended that the General Assembly should continue to request the Secretary-General to ensure that programme managers further improved the formulation of objectives, expected accomplishments and indicators of achievement in order to allow for better evaluation of results.**

43. **The Committee recommended that the General Assembly should request the Secretary-General to continue to ensure that the expected accomplishments and indicators of achievement were directly and clearly linked to the objectives of the programmes and, in accordance with the different nature of the activities of the programmes, took into account rules 104.7 (a) and 105.4 (a) of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation.**

44. **The Committee recommended that the General Assembly should also request the Secretary-General to ensure that expected accomplishments, indicators of achievement and objectives were defined, bearing in mind the direct link between inputs and outputs, and that inputs were commensurate with the needs of programmes, taking into consideration the international character of the United Nations, the purposes of the Charter of the United Nations and the legislative mandates of the Organization, as well as the fact that the objectives of the Organization might not be realized in one biennial cycle only.**

45. **The Committee recommended that the General Assembly should further request the Secretary-General to ensure that expected accomplishments and, where possible, indicators of achievement measured achievements in the implementation of the programmes of the Organization and not those of individual Member States.**

46. **The Committee recommended that the General Assembly should request the Secretary-General to take appropriate measures to develop, on a continuous basis, and implement an adequate training programme to ensure that staff, as appropriate, were proficient in the concepts and techniques, including the formulation of expected accomplishments and indicators of achievement.**

Programme 8
Least developed countries, landlocked developing countries and small island developing States

47. At its 14th meeting, on 12 June 2015, the Committee considered the report of the Secretary-General on consolidated changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2016-2017 (A/70/80).

48. Representatives of the Secretary-General introduced the programme and responded to queries raised during its consideration by the Committee.

Discussion

49. Support was expressed for the implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024, the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Programme of Action for the Least Developed Countries for the Decade 2011-2020.

50. Reference was made to paragraph 9 of General Assembly resolution 55/231 on results-based budgeting, in which the Assembly requested the Secretary-General to ensure that, in presenting the programme budget, expected accomplishments and, where possible, indicators of achievement were included to measure achievements in the implementation of the programmes of the Organization and not those of individual Member States. In that regard, several delegations expressed concern that the indicators of achievement contained in the programme's strategic framework did not abide by that mandate because they directly measured the achievements of Member States. Delegations further expressed concern at what they perceived as an attribution gap, namely that "high-level" achievements were the result of many factors and could not be linked to contributions of the United Nations directly.

51. On subprogramme 2, Landlocked developing countries, one delegation sought clarification on the inclusion of servicing the high-level political forum on sustainable development as an output (see A/70/6 (Sect. 10), para. 10.44 (a) (ii)), asking in particular whether resources would be allocated only to servicing those aspects of the forum dealing with issues pertaining to landlocked developing countries and not to subprogrammes 1, Least developed countries, and 3, Small island developing States. It was suggested that, were all three subprogrammes to be allocated resources, the document should be adjusted for consistency.

52. Clarification was also sought as to what extent the increased priority areas in the Vienna Programme of Action, as compared with the priority areas in the Almaty Programme of Action: Addressing the Special Needs of Landlocked Developing Countries within a New Global Framework for Transit Transport Cooperation for Landlocked and Transit Developing Countries, had been reflected in the strategic framework of subprogramme 2. Explanations were sought regarding several aspects of the subprogramme, including the meaning of the term "structural transformation" used in indicator of achievement (b) (iii) and the definition of "private sector collaboration" that would be used in evaluating indicator of achievement (c) (iv).

53. In relation to subprogramme 3, Small island developing States, one delegation pointed out that the twenty-first session of the Conference of the Parties to the United Nations Framework Convention on Climate Change would not be held until December 2015 and that it was therefore premature to refer to it in indicator of

achievement (b). Another delegation sought clarification on indicator of achievement (e), in particular how "United Nations processes" would be evaluated.

Conclusions and recommendations

54. **The Committee recommended that the General Assembly should approve the changes to the narrative of programme 8, Least developed countries, landlocked developing countries and small island developing States, as set out in the report of the Secretary-General (A/70/80) and in section 10, Least developed countries, landlocked developing countries and small island developing States, of the proposed programme budget for the biennium 2016-2017 (A/70/6 (Sect. 10)), subject to the following modifications:**

Subprogramme 2
Landlocked developing countries

Indicators of achievement

Renumber indicator of achievement (a) as (a) (i) and amend it to read as follows: "(i) Increased number of landlocked developing countries supported by the United Nations system to mainstream the Vienna Programme of Action into their national development strategies".

Add a new indicator of achievement (a) (ii), reading: "(ii) Increased number of Member States supported by the United Nations system to mainstream the Vienna Programme of Action".

Replace indicator of achievement (b) (iii) with the following: "(iii) Increased number of initiatives undertaken and/or facilitated by the United Nations system that effectively support economic structural transformation in landlocked developing countries, in accordance with the Vienna Programme of Action".

Replace indicator of achievement (c) (iii) with the following: "(iii) Increased number of initiatives undertaken and/or facilitated by the United Nations system resulting in South-South and triangular cooperation involving landlocked developing countries".

Replace indicator of achievement (c) (iv) with the following: "(iv) Increased number of initiatives undertaken and/or facilitated by the United Nations system resulting in transparent, effective and accountable private sector collaboration with landlocked developing countries".

Subprogramme 3
Small island developing States

Expected accomplishments of the Secretariat

Replace expected accomplishment (e) with the following: "(e) Enhanced coherence, within the United Nations system, among processes relating to small island developing States, including at the national, regional and global levels".

Indicators of achievement

Replace indicator of achievement (b) with the following: "(b) Increased number of development partners that pledge support for small island developing States, including through the climate change financing mechanisms, such as the Green Climate Fund, the Global Environment Facility and the Climate Investment Funds".

Replace indicator of achievement (e) with the following: "Increased consolidation of processes, within the United Nations system, relating to small island developing States".

Programme 19
Economic and social development in Western Asia

55. At its 14th meeting, on 12 June 2015, the Committee considered the report of the Secretary-General on consolidated changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2016-2017 (A/70/80).

56. Representatives of the Secretary-General introduced the programme and responded to queries raised during its consideration by the Committee.

Discussion

57. One delegation requested further information on how subprogramme 4 had supported member countries in developing or updating strategies and policies that leveraged human resources, innovation and modern technology towards a knowledge-based economy and an information society as the new paradigm for employment and sustainable economic growth, pursuant to expected accomplishment (a) in table 22.17 of document A/70/6 (Sect. 22) (see also A/69/6/Rev.1, para. 19.47).

58. One delegation asked whether the revised name of subprogramme 4, "Technology for development and regional integration", which was more general than the previous title, "Information and communications technology for regional integration", corresponded to the content of the subprogramme, in particular the objective, expected accomplishments and indicators of achievement. Furthermore, clarification was sought as to whether the subprogramme included policy and technical support under the umbrella of its activities.

Conclusions and recommendations

59. **The Committee recommended that the General Assembly should approve the change to programme 19, Economic and social development in Western Asia, as set out in the report of the Secretary-General (A/70/80).**

Programme 25
Management and support services

60. At its 13th and 16th meetings, on 11 and 18 June 2015, the Committee considered the report of the Secretary-General on consolidated changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2016-2017 (A/70/80).

61. The Assistant Secretary-General/Chief Information Technology Officer introduced the programme and, together with other representatives of the Secretary-General, responded to queries raised during its consideration by the Committee.

Discussion

62. Appreciation was expressed for the important work of the Office of Information and Communications Technology and the efforts made to improve the delivery of the programme, including the implementation of elements of the ICT strategy pursuant to General Assembly resolution 69/262, section II. In that regard, the view was expressed that the objective should be to ensure that the ICT structure was as effective as possible, including by strengthening security, and that that would be a continuing effort, with modalities yet to be specified.

63. One delegation sought further information on the timeline for the implementation of the provisions of the resolution, the potential challenges in that regard and the efficiencies that were likely to be achieved as a result.

64. It was asked why no changes had been proposed to the programme of work of the United Nations Offices at Geneva, Vienna and Nairobi as a result of the implementation of elements of the ICT strategy. Delegations recalled the observations on ICT contained in the report of the Board of Auditors that no evaluation of the cost of change had been undertaken in the process of either bringing in new technologies or migrating to them as standards (A/69/5 (Vol. II), para. 375). In that regard, clarification was sought as to whether the Office had taken that matter into account in drafting the proposed revisions, especially in relation to the Board's recommendation that a comprehensive cost-benefit analysis be undertaken in adopting new standards or replacing old ones and that the standards be reflected in the business case proposing the change (ibid., para. 376).

65. Some delegations said that multilingualism had not been addressed in subprogrammes 5 and 6 of the proposed revised framework, asking how the work of the Office would be organized to integrate it. Delegations also asked who was ultimately responsible for multilingualism-related activities in the Office.

66. Several delegations expressed concern at and sought clarification on the proposed revisions. It was said that the approved framework for the programme for 2016-2017 was simple and easy to understand and that the proposed changes would make it less clear and used vague concepts. Several delegations voiced concern at the format, presentation and drafting of the logical framework. Notably, it was highlighted that the drafting of many of the expected accomplishments, indicators of achievement and objectives for subprogrammes 5 and 6 were not in line with General Assembly resolution 55/231 and the definitions given in the annex to the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. It was also suggested that proposed new components lacked a corresponding objective and that the proposed strategies for each component did not identify the Secretariat entity responsible for implementation. In that connection, several delegations suggested that the Secretariat should circulate a conference room paper to respond to those issues, while others proposed that, while not the most desirable course of action, consideration of the proposed changes should be deferred to the fifty-sixth session of the Committee so that the information could be improved.

67. One delegation requested clarification regarding subprogramme 3, Human resources management, because it was unclear as to where component 5, Human resources information systems, which had originally appeared under that subprogramme, had been moved in the proposed revisions.

68. With regard to subprogramme 5, Information and communications technology strategic management and coordination, clarification was sought as to why there were no individual objectives associated with components 1 to 5, unlike in the previously approved strategic framework for 2016-2017 (A/69/6/Rev.1). Clarification was also sought regarding the expected accomplishments and the indicators of achievements under subprogramme 5, in particular how the former could be achieved, what considerations should be taken into account by Member States and how the indicators could be measured. In reviewing the strategy reflected in paragraph 25.49 (e) of the previously approved strategic framework for 2016-2017, one delegation asked why the phrase "coordination and collaboration on ICT with other United Nations entities" had not been included in the proposed revisions.

69. One delegation recognized the enormous potential of ICT in strengthening and improving the service delivery capacity of the global Secretariat, stressing the need to ensure that the ICT infrastructure fully supported the core work of the United Nations, including by delivering existing priority business transformation initiatives such as the mainstreaming of Umoja, supporting a more mobile and agile workforce and ensuring value for money with regard to ICT investment. The delegation stated that the streamlining of ICT systems and harmonization of existing data-processing functions and technology units was integral to ensuring a coherent and effective ICT structure free of overlap, disconnect or redundancy of purpose and to reducing the ICT carbon footprint.

70. Regarding subprogramme 6, Information and communications technology operations, one delegation asked why the reference to the "standardized global service catalogue" contained in paragraph 25.50 (f) of the approved strategic framework for 2016-2017 had been deleted from the proposed revisions, an amendment that had resulted in the use of general terms that lacked clarity and measurability. Another sought information on ICT interoperability and where it was reflected in the framework, ICT asset management in the context of the revised ICT strategy and how the expected accomplishments of component 4, Mainstreaming Umoja, would support a more mobile way of working at the United Nations. Some delegations also asked why previously approved expected accomplishments and indicators of achievement under the subprogramme had been excluded.

71. In relation to the objective of subprogramme 6, in particular the intention to establish technology management structures, delegations asked whether the proposed framework would entail the creation of new structures and offices within the Secretariat, emphasizing that any such restructuring would require prior approval by the General Assembly. Delegations also asked how components 1 and 2 of the subprogramme would be implemented in the field. Furthermore, regarding expected accomplishment (a) under component 2, clarification was sought on the reference to a "single integrated, centrally managed network" and how it could be reconciled with the views expressed by the Board of Auditors in its report (A/67/651). In addition, clarification was sought of how expected accomplishment (a) under component 1 was related to the mandates reflected in General Assembly

resolution 69/262, section II, and paragraphs 37, 38 and 44 of the report of the Advisory Committee on Administrative and Budgetary Questions (A/69/610), which had been endorsed in the same resolution.

Conclusions and recommendations

72. **The Committee recommended that the General Assembly should approve the changes to the narrative of programme 25, Management and support services, as set out in the report of the Secretary-General (A/70/80) and in sections 29C, Office of Human Resources Management, 29D, Office of Central Support Services, and 29E, Office of Information and Communications and Technology, of the proposed programme budget for the biennium 2016-2017 (A/70/6 (Sect. 29C) and Corr.1), A/70/6 (Sect. 29D) and A/70/6 (Sect. 29E)), subject to the following modifications:**

Overall orientation (A/70/80, para. 20)

Replace the penultimate sentence with the following: "The Department will institute enterprise architecture, lead the strengthening of Umoja mainstreaming, information security and operational resilience, ensure that ICT programmes are aligned with the work of the United Nations and support ongoing business transformation initiatives and service delivery improvements."

Add a new sentence immediately thereafter, reading: "The Department will help to support a more mobile workforce."

Subprogramme 5
Information and communications technology strategic management and coordination

Objective of the Organization

Replace the objective with the following: "To ensure the efficient, effective and transparent implementation of all elements of the ICT strategy in support of the work of the United Nations".

Component 1
Technology management structures

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To ensure efficient and effective coherence in and coordination of ICT functions across the Secretariat".

Strategy (A/70/80, para. 21)

Add a subparagraph (f), reading: "(f) Achievement of coherence in and coordination of ICT functions across the Secretariat by consolidating ICT functions into the enterprise delivery framework."

Component 2
Alignment of technology with the core work of the United Nations (A/70/80; A/70/6 (Sect. 29E), table 29E.10)

Title

Replace the title with the following: "Alignment of technology with the work of the United Nations Secretariat".

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To ensure that the technology programmes of the United Nations and the implementation of all elements of the ICT strategy enable the work of the United Nations".

Expected accomplishments and indicators of achievement (a) and (b)

Invert the order and renumber accordingly.

Expected accomplishment renumbered as (a)

Replace the existing wording with the following: "(a) Development of ICT programmes, services and infrastructure that facilitate the work of the United Nations".

Indicator of achievement renumbered as (a)

Replace the existing wording with the following: "(a) Increased number of technology strategies that are aligned with the United Nations ICT and business strategies".

Indicator of achievement renumbered as (b) (ii)

Replace the existing wording with the following: "(b) (ii) Increased adoption of ICT tools for Member States".

Strategy (A/70/80, para. 22)

Replace the existing wording with the following:

"22. This component of subprogramme 5 is the responsibility of the Global Services Division. It will focus on the following:

"(a) Systematic formulation of policy directives to govern the use of technology in the United Nations;

"(b) Establishment of governance mechanisms that ensure that new ICT projects and investments are assessed in the context of established technical authority;

"(c) Global enterprise architecture and standardized technologies and measurement and evaluation of issued policy directives;

"(d) Ensuring that contractual arrangements are centralized and available to the Secretariat in accordance with the relevant rules and regulations;

"(e) Establishing technology strategies that are aligned with the business strategies of the offices, departments, economic commissions, tribunals and field missions as they relate to the work of the United Nations."

Component 3
Analytics and business intelligence (A/70/80; A/70/6 (Sect. 29E), table 29E.11)

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To leverage information relating to administrative and substantive areas to provide improved data-driven decision-making and more effective resource and programme management with strengthened accountability".

Strategy (A/70/80, para. 23)

Replace the existing wording with the following:

"23. This component of subprogramme 5 is the responsibility of the Global Services Division. It will focus on the following:

"(a) Establishing pervasive analytics and business intelligence capacity to provide concrete data analysis on specific topics and, more generally, fostering a culture of data-sharing within the United Nations system;

"(b) Promoting the transitioning of analytics and business intelligence to enterprise-wide activity and establishing solutions to support informed decision-making;

"(c) Strengthening the information security programme of the United Nations with a view to improving its effectiveness and integrity."

Component 4
Application and website development and support (A/70/80; A/70/6 (Sect. 29E), table 29E.12)

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To develop and implement application and website management strategies to provide enterprise-wide solutions supported virtually in compliance with applicable guidelines for security, branding, multilingualism and accessibility".

Change indicator of achievement (d) to (d) (i) and add a new indicator of achievement (d) (ii), reading: "(d) (ii) Increased satisfaction expressed by users of the system".

Strategy (A/70/80, para. 24)

Replace the existing wording with the following: "24. This component of subprogramme 5 is the responsibility of the enterprise applications centres. It will focus on the following:"

Add the following subparagraphs:

"(h) Emphasizing improvements to service delivery through performance monitoring and facilitating better inter-office connectivity and accessibility to information;

"(i) Developing and implementing application and website management strategies to defragment the duplicative applications and websites by moving to enterprise-wide solutions supported virtually;

"(j) Supporting Inspira, the talent management system, including through enhancements in the areas of recruitment, learning and performance management;

"(k) Supporting and enhancing the data warehouse, including strengthening the online human resources management scorecard in order to provide self-service tools that allow for self-monitoring of targets and performance using human resources action plans and facilitate monitoring and oversight by Member States;

"(l) Remediating and optimizing the United Nations website application portfolio to comply with applicable guidelines for security, branding, multilingualism and accessibility."

Component 5
Strengthening information security (A/70/80; A/70/6 (Sect. 29E), table 29E.13)

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To ensure information security by reducing the level of risk to the image, resources, data, operations and safety and security of the personnel and assets of the United Nations".

Strategy (A/70/80, para. 25)

Delete the word "core".

Subprogramme 6
Information and communications technology operations

Objective of the Organization (A/70/80)

Replace the objective with the following: "To ensure the efficient, effective and transparent achievement of the functional and operational goals of the Organization by leveraging ICT in order to support the harmonization of the technology programmes of the United Nations Secretariat".

Strategy

Add a new paragraph, reading:

"The subprogramme is the responsibility of the Global Operations Division. It will focus on:

"(a) Effectively implementing ICT infrastructure and service delivery solutions, including improving the management of information and

resources and enhancing service and performance management and developing and implementing a standardized global service catalogue;

"(b) Identifying service requirements and establishing effective service delivery and support;

"(c) Identifying industry benchmarks for performance and monitoring the Secretariat's ICT infrastructure performance relative to those benchmarks."

Component 1
Enterprise hosting

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To ensure a secure, coherent and resilient information technology application hosting landscape to support the enabling of United Nations mandate implementation globally by implementing an enterprise hosting model".

Expected accomplishment (a)

Replace the existing wording with the following: "Consolidation of enterprise applications".

Indicator of achievement (a) (i)

Replace the existing wording with the following: "Existing applications transferred from New York to the enterprise data centres".

Indicator of achievement (a) (ii)

Replace the existing wording with the following: "Existing applications from offices away from Headquarters and regional economic commissions transferred to the enterprise data centres".

Strategy (A/70/80, para. 26)

Replace the existing wording with the following: "26. This component of subprogramme 6 will be the responsibility of the Global Operations Division. It will focus on implementing an enterprise hosting model with a view to increasing efficiencies and strengthening effectiveness, thereby providing more robust technology services in support of the work of the United Nations."

Component 2
Network consolidation (multi-protocol label switching) (A/70/80; A/70/6 (Sect. 29E), table 29E.16)

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To provide managed ICT backbone infrastructure to facilitate inter-office connectivity for the Organization's major voice, video and data services".

Strategy (A/70/80, para. 27)

Replace the existing wording with the following: "27. This component of subprogramme 6 is the responsibility of the Global Operations Division. It will focus on the following:"

Replace paragraph 27 (b) with the following: "Management and maintenance of the global telecommunications infrastructure that connects Headquarters with offices away from Headquarters and peacekeeping missions; expansion and upgrading of the e-mail enterprise systems in cooperation with the Department of Field Support;".

Replace paragraph 27 (e) with the following: "Provision of infrastructure support to all departmental applications at Headquarters data centres and enterprise applications in the enterprise data centres;".

Add a new paragraph 27 (f), reading: "(f) Improving overall delivery of ICT services by harmonizing existing data processing functions and reducing the ICT carbon footprint."

Component 3
Enterprise service desk (A/70/80; A/70/6 (Sect. 29E), table 29E.17)

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To ensure that enterprise ICT systems are available and effectively maintained in support of the Organization's substantive and functional activities and that all users of enterprise ICT systems are supported throughout the United Nations Secretariat".

Indicators of achievement (a) (i) and (a) (ii)

Replace the words "Enterprise Support Centre" with "enterprise support centres".

Strategy (A/70/80, para. 28)

Replace the first sentence with the following: "This component of subprogramme 6 is the responsibility of the Global Operations Division. It will focus on supporting users of enterprise ICT technology systems throughout the Secretariat and providing incident management services for enterprise applications, including Umoja, through the establishment of a global enterprise service desk."

Component 4
Mainstreaming Umoja (A/70/80; A/70/6 (Sect. 29E), table 29E.18)

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To promote sustainable organizational change by ensuring the ongoing viability of the Organization's major change management initiative and ensure that the transformational Umoja initiative is sustained through mainstreaming into established technology capacity".

Strategy (A/70/80, para. 29)

Replace the existing wording with the following: "29. This component of subprogramme 6 is the responsibility of the Global Operations Division. It will focus on ensuring, through a phased approach, that the transformational Umoja initiative is mainstreamed into established technology capacity and sustained."

Component 5
Broadcast and conference support (A/70/80; A/70/6 (Sect. 29E), table 29E.19)

Objective of the Organization

Add an objective, reading: "Objective of the Organization: To ensure the efficient and effective functioning of the Secretariat with regard to its conference facilities, broadcasting operations and videoconferencing services".

Strategy (A/70/80, para. 30)

Replace the existing wording with the following: "30. This component of subprogramme 6 is the responsibility of the Broadcast and Conference Support Section. It will focus on providing appropriate technological and related logistical and technical support for conferences, meetings, broadcasts, videoconferences, virtual meetings and all other requested audio and video services."

Proposals to improve the implementation of results-based budgeting

73. At its 15th meeting, on 15 June 2015, the Committee considered the proposals of the Secretary-General to improve the implementation of results-based budgeting (A/70/80, chap. II).

74. The representative of the Secretary-General introduced the proposals and responded to queries raised during their consideration by the Committee.

Discussion

75. Delegations welcomed the proposals of the Secretary-General to improve the implementation of results-based budgeting. The view was expressed that the improvement of results-based budgeting was an evolutionary process that took time to refine, as evident in the results presented in his report. The complexity of refining the results-based budgeting framework was underscored.

76. Delegations noted that the proposals in the report were based on the outcome of a methodological or technical review and expressed caution, stating that, although it was a sound approach to the implementation of results-based budgeting for most organizations, given the political dimensions of the United Nations, the proposed revision, based only on technical considerations, would not be suitable for the United Nations. It was emphasized that any proposed revisions to the results-based budgeting framework needed to take into account both the political realities of the programme and the methodological approach. It was acknowledged that ascertaining the proper balance between the two elements was not an easy process.

One delegation expressed support for a methodological approach. Several delegations emphasized the need for a cautious approach.

77. One delegation welcomed the fresh approach so that the focus would be on the impact and not on outputs and indicated that it would tie into accountability for how resources were utilized. Another delegation sought clarification on how "impact" was seen and what "impact" was, given that it was a core issue that needed to be resolved, and whether it was seen in the Secretariat or in a wider context.

78. Regarding chapter II.E of the report, Proposed steps forward, some delegations sought further clarification, notably in view of the length of time since the adoption of resolution 55/231 in 2000. They asked why, given the number of years of experience with results-based budgeting, the Secretary-General was proposing an incremental approach. At the same time, some delegations expressed the view that the proposal to implement the revisions in an incremental manner was a sound approach. Clarification was sought on the choice of five programmes to be revised, the criteria for their selection, the reason for the revision of only five as opposed to all programmes, details of the proposed revisions, the reason for the implementation of the proposal in 2020-2021 and the possibility of advancing it, and the Secretariat's methods to ensure consistency across similar programmes.

79. It was recalled that the General Assembly, in its resolution 55/231, had requested the Secretary-General to ensure that, in presenting the programme budget, expected accomplishments and, where possible, indicators of achievement were included to measure achievements in the implementation of the programmes of the Organization and not those of individual Member States. The view was expressed that any proposed revisions should be in line with the provisions of the resolution.

80. Clarification was sought on whether the current results-based budgeting process was working and the underlying challenges facing the Secretariat with regard to the current process. The view was expressed that, from the results presented in figure IV of the report, the current process seemed to work. Clarification was sought by one delegation as to who in the Secretariat was responsible for defining the expected accomplishments and indicators of achievement with the programmes.

Conclusions and recommendations

81. **The Committee reiterated that results-based budgeting and results-based management were mutually supportive management tools and that improved implementation of results-based budgeting enhanced both management and accountability in the Secretariat, and encouraged the Secretary-General to continue his efforts in that regard.**

82. **The Committee recommended that the General Assembly should request the Secretary-General to ensure that expected accomplishments and, where possible, indicators of achievement measured achievements in the implementation of the programmes of the Organization and not those of individual Member States.**

83. **The Committee reiterated that external factors specific to the objectives and expected accomplishments should be identified in the proposed programme budget and that assessment of performance should reflect, and not be distorted by, the impact of unforeseen external factors.**

84. The Committee reiterated the request to the Secretary-General to ensure that expected accomplishments, indicators of achievement and objectives were defined, bearing in mind the direct link between inputs and outputs, and that inputs were commensurate with the needs of programmes, and taking into consideration the international character of the United Nations, the purposes of its Charter and the legislative mandates of the Organization, as well as the fact that there existed difficulties in achieving the results of complex and long-standing political activities within specific time frames. The Committee concluded that the objectives of the Organization might not be realized in one biennial cycle only.

85. The Committee recalled paragraph 33 of its report on its fifty-third session (A/68/16), stressed in that regard the need for continued improvement in the formulation of objectives of the Organization, expected accomplishments of the Secretariat and indicators of achievement with the full involvement of the relevant intergovernmental bodies and recommended that the General Assembly should request the Secretary-General to take forward specific and concrete measures to revise the logical frameworks and improve them, to the extent possible, so as to more clearly indicate the impact of the activities implemented, in preparation for the proposed strategic framework for the period 2018-2019.

B. Evaluation

1. Strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives

86. At its 3rd meeting, on 2 June 2015, the Committee considered the report of the Office of Internal Oversight Services (OIOS) on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives (A/70/72).

87. The Director of the Inspection and Evaluation Division of OIOS introduced the report and responded to questions raised during its consideration by the Committee.

Discussion

88. Delegations expressed appreciation for the quality of the report and agreed overall with its results and recommendations to strengthen evaluation. The importance and value of continuing to receive the type of information presented in the report was also noted. Some delegations noted that the report responded to previous comments of the Committee.

89. In relation to the methodology used, one delegation sought clarification regarding the 31 Secretariat entities that had been interviewed for the report.

90. Several delegations recognized the importance of the evaluation function to increasing the effectiveness of the Organization. Delegations expressed concern, however, over the insufficient use of evaluation in improving programmes, the minimal follow-up to evaluations, and inadequate staff competencies for conducting evaluation. Delegations asked why the report did not provide recommendations on

how such gaps could be addressed in order to strengthen evaluation in the Organization.

91. Delegations noted in particular that the limited buy-in for evaluation from senior management and staff was discouraging and were concerned that the evaluation culture in the Organization continued to be unsupportive. Some delegations remarked that greater leadership and increased support from senior management would encourage a more robust culture of evaluation and better-quality evaluation reports. One delegation highlighted General Assembly resolution 64/259 and the stronger accountability framework advocated therein.

92. Delegations also raised serious concerns regarding the overall decline in the quality of evaluation reports in 2012-2013 compared with those in 2010-2011, as well as the stagnant percentage of entities responding that they used evaluation information to report to legislative bodies. Questions were raised as to why evaluations were not being used more to inform legislative bodies. One delegation noted paragraph 19 of the report, in which it was stated that one notable improvement between the two bienniums was in the use of evaluations to report to donors.

93. Regarding the issue of financial and human resources for evaluation, some delegations raised concerns over their insufficiency and asked whether that was the reason for the limited evaluation capacity reflected in table 1 of the report. Other delegations asked how existing resources could be better used to increase evaluation capacity and quality, including through better use of in-house expertise and avoidance of duplication and overlapping functions in the Secretariat. The use of entities with stand-alone evaluation units to conduct evaluations for co-located entities that had minimal or no evaluation activity was raised by one delegation.

94. Some delegations sought clarification regarding the recommendation contained in the report on improving the existing guidelines for planning and formulating the estimated resources (regular budget and extrabudgetary) for monitoring and evaluation activities. In particular, questions were raised on the meaning behind reporting on extrabudgetary resources. Clarification was also sought on the current reporting requirements of monitoring and evaluation resources in the programme budgets.

Conclusions and recommendations

95. **The Committee recommended that the General Assembly should endorse the recommendations contained in paragraphs 65 to 67 of the report of OIOS on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives (A/70/72) and that, when implementing recommendation 3, the Department of Management should take advantage of existing expertise in United Nations internal and external oversight bodies, as appropriate.**

96. **The Committee emphasized that a strong evaluation function continued to be a critical tool for assessing the Organization's performance, through which accountability could be enhanced and lessons could be learned to achieve stronger results.**

97. **The Committee emphasized that evaluation not only helped to improve programme design and execution, as well as the formulation of policy**

directives, but also contributed to the adoption of budgetary decisions, transparency, the effective implementation of intergovernmental mandates and the maximization of the use of resources. At the same time, it allowed Member States to follow up on programme outcomes in a systematic way.

98. **The Committee took note of the fact that, compared with prior bienniums, there had been some positive developments regarding the Secretariat's evaluation function, especially through the strengthening of evaluation processes and procedures. Nevertheless, the Committee expressed concern that the overall quality of evaluation reports had not improved.**

99. **The Committee also expressed concern that there continued to exist major obstacles to strengthening the evaluation functions. The Committee emphasized the need for Secretariat entities to allocate appropriate resources to evaluation activity and to ensure that staff working on evaluations possessed the necessary competencies. The Committee also recommended that the General Assembly should request the Secretary-General to intensify his efforts to develop a more robust culture for evaluation throughout the Organization by strengthening senior management support and staff buy-in.**

100. **The Committee also emphasized that the evaluation function, in particular self-evaluation, was an essential managerial tool and that senior managers had a responsibility to use evaluation to improve performance.**

101. **The Committee expressed concern regarding Secretariat structures for evaluation functions and the fact that there had been seven entities conducting minimal or no evaluation activity during the biennium 2012-2013.**

102. **The Committee welcomed the fact that the Independent Evaluation Unit of the United Nations Office on Drugs and Crime reported to both the Executive Director and its governing bodies. The Committee set that as a case of best practice in reporting line policies.**

103. **The Committee took note of the fact that, in the area of promotion of sustained economic growth and sustainable development, a large quantity of evaluation reports had received good or excellent ratings for the overall quality of their results section and, of those, the majority had presented largely positive results, but that more evidence on the extent to which the Organization's outputs had contributed to development would be welcomed.**

104. **The Committee recommended that the General Assembly should request the Secretary-General to take further, concrete measures to develop capacity for evaluation within the Secretariat programmes, with support provided by OIOS and external oversight bodies in terms of guidance and methodological advice.**

105. **The Committee recommended that the General Assembly should request the Secretary-General to continue to make better use of in-house expertise, including, where possible, expertise available within OIOS, to carry out evaluations in the different entities of the Secretariat, taking advantage of the experience acquired by the internal and external oversight bodies, and to ensure that all efforts were made to avoid the duplication and/or overlapping of evaluation functions in the Secretariat.**

106. The Committee recommended that the General Assembly should request the Secretary-General to continue to ensure that senior managers' compacts presented adequate programme objectives and performance measures in order to fulfil given mandates in accordance with relevant rules and regulations and that the evaluation function received due consideration in the performance appraisal of senior managers.

107. The Committee reiterated its recommendation that the General Assembly request the Secretary-General to take concrete measures at the appropriate levels to ensure that the existing significant gaps in evaluation coverage and the lack of evaluative evidence on performance were addressed.

108. The Committee selected the following evaluations for consideration at its fifty-seventh session, in 2017: Department of Political Affairs, Economic Commission for Europe, Economic and Social Commission for Western Asia, Office for the Coordination of Humanitarian Affairs, Office of the United Nations High Commissioner for Human Rights, UNHCR, United Nations Relief and Works Agency for Palestine Refugees in the Near East, substantive support and programme components of the executive direction and management components of the programme budget section on "Overall policymaking, direction and coordination": Executive Office of the Secretary-General, and Offices of the Special Representatives of the Secretary-General for Children and Armed Conflict, on Sexual Violence in Conflict and on Violence against Children.

109. The Committee requested the following evaluations for consideration at its fifty-seventh session, in 2017: thematic evaluations on the work of the regional commissions (Economic Commission for Africa, Economic Commission for Europe, ECLAC, ESCAP and Economic and Social Commission for Western Asia) based on the completed evaluations of each entity from 2015 to 2017.

2. Programme evaluation of the Office of the United Nations High Commissioner for Refugees

110. At its 9th meeting, on 5 June 2015, the Committee considered the report of OIOS on the evaluation of UNHCR (E/AC.51/2015/5). The Committee also considered the OIOS report on the review of the evaluation capacity of UNHCR (E/AC.51/2013/5), which had been deferred at its fifty-third session.

111. The Director of the Inspection and Evaluation Division of OIOS introduced the reports and responded to questions raised during their consideration by the Committee. Representatives of UNHCR also responded to questions raised during the meeting.

Discussion

112. Delegations expressed appreciation and high regard for the important work of UNHCR. Delegations noted the increasingly complex environment in which UNHCR worked, the rising number of displaced persons and the prevalence of external challenges, including ongoing conflict and the lack of political will and funding. The view was expressed that those factors were not adequately reflected in the OIOS report and that it lacked a balance between what UNHCR was realistically

able to influence and what it could not. In that regard, delegations stressed that collaboration with the international community was a key aspect of the work of UNHCR on solutions. It was also emphasized that tackling the human rights, humanitarian, developmental and reconstruction challenges of displacement required strong political will and a supportive environment and that solutions should be sought collaboratively, with the coordinated and timely engagement of all relevant actors.

113. Delegations expressed appreciation for the OIOS report. Some delegations emphasized that recommendations that implied the restructuring of UNHCR, such as recommendations 1 and 5, would require intergovernmental approval prior to their implementation. Clarification was sought as to how UNHCR would implement the recommendations, and delegations noted the need for UNHCR to adapt the implementation of the recommendations to the local context. One delegation suggested an additional recommendation on the need to strengthen international legislation regarding displaced persons.

114. Delegations sought clarification on the questions of effectiveness raised by OIOS in its report. Delegations expressed concern about results achieved in emergency assistance, noting that, in certain countries and situations, up to half of internally displaced persons had not been reached. Reference was made to deficiencies in repatriation and resettlement results, and additional information was sought on the work of UNHCR with regard to profiling, registering and targeting persons of concern. In that regard, identifying and counting displaced persons was highlighted as an accountability issue, and the need for a proper follow-up framework was highlighted. Information was also sought on reintegration and whether post-repatriation or post-integration questions had been considered during analysis.

115. Delegations highlighted the primacy of the emergency response work of UNHCR and stressed that the nature and mandate of UNHCR was not political but humanitarian. At the same time, delegations noted the need to partner with development actors, including local authorities, non-governmental organizations and the United Nations country teams. In that regard, delegations noted with appreciation the recommendation to strengthen those partnerships, as well as ongoing work in that regard, such as the formation of the Solutions Alliance. Detail was sought on how the recommendation could be implemented and who the main partners were for the provision of financial resources and support to the work on the ground. Information was also sought on how to reconcile information provided in the report that indicated that most partners surveyed had noted that UNHCR had been largely effective in communicating with partners with the views of UNHCR staff who did not highly rate the work of the Office with its United Nations partners. Particular importance was given to partnering with local organizations, local governments and persons of concern. It was also stressed that the primary responsibility lay with host authorities and that the international community must not replace the work of a host country but supplement it. One delegation raised the need for objective and transparent assessment criteria to be translated into indicators sensitive to the local context. Indicators should be developed in close cooperation with the authorities and humanitarian and development actors and after consultation with communities of internally displaced persons.

116. Several comments were made regarding the methodology used in the evaluation, including mission selection and consultations with host Governments, and apparent disparities in data regarding the effectiveness of partnerships and details of UNHCR agreements with host Governments. It was indicated that, given the complexity of the work and operating environment of UNHCR, a one-size-fits-all evaluation methodology would not work. Referring to information provided in the report that field visits to UNHCR offices and field sites had been undertaken in the course of the evaluation, clarification was sought as to why there had been no field visit to the United Republic of Tanzania, which had among the highest numbers of refugees and experience with unique cases, including in local integration. Furthermore, the view was expressed that field visits should have been made not only to UNHCR offices but also to local authorities and the host Government for consultation. Similarly, the view was expressed that OIOS should have conducted qualitative interviews with more diverse refugees and internally displaced persons.

117. Delegations raised the issues noted in the OIOS report on the evaluation capacity of UNHCR and requested updates on measures taken to strengthen the UNHCR evaluation function since the issuance of that report in 2013. Clarification was also sought as to whether cooperation between UNHCR and OIOS had improved since that report had been completed.

118. Clarification was sought on the creation of a staff development strategy, in particular on-the-job training, in order to ensure that training provided staff members with flexible tools designed to be adjusted to the local context.

119. One delegation stated that there was a need for escalated efforts aimed at finding durable solutions for internally displaced persons that were based on, reflected and were consistent with international human rights and humanitarian law, in particular in the recently emerged crisis areas. The framework should prioritize conditions for effective communication between internally displaced persons and UNHCR, as well as opportunities for the displaced to participate in the planning and management of durable solution strategies.

120. Delegations emphasized that future OIOS evaluation reports on the work of UNHCR should ensure the inclusion of information regarding the relationship between the early registration and effective registration systems and census of refugees and the provision of humanitarian assistance to refugees and the implementation of the appropriate durable solution.

121. Delegations also emphasized that, in conducting its future evaluation on the work of UNHCR, OIOS should also, to the extent possible, cover information from key stakeholders, including host Governments.

Conclusions and recommendations

122. **The Committee recommended that the General Assembly should endorse the recommendations contained in paragraphs 60 to 65 of the report of OIOS on the evaluation of UNHCR (E/AC.51/2015/5), subject to the provisions of the present report.**

123. **The Committee recommended that the General Assembly should endorse the recommendations contained in paragraphs 59 to 69 of the report of OIOS on the review of the evaluation capacity of UNHCR (E/AC.51/2013/5).**

124. **The Committee encouraged UNHCR, as part of its work to conduct effective advocacy at the global and operational levels, to continue to disseminate lessons learned and best practices on solution initiatives to Governments and other relevant stakeholders, as appropriate.**

125. **Regarding recommendation 6, the Committee recommended that OIOS should include in its future report on the work of UNHCR information on durable solution initiatives for those with special needs in complex emergency refugee situations under the mandate of the Office.**

126. **The Committee stressed the need to ensure that the implementation by UNHCR of recommendations 1 and 5 contained in the evaluation report would be undertaken with the appropriate discussion and approval of Member States. The Committee recommended that the General Assembly should request UNHCR to ensure that applicable intergovernmental procedures were respected in that regard.**

127. **The Committee recommended that the General Assembly request the Secretary-General to entrust OIOS with providing information, in the next evaluation report on the work of UNHCR, on the impact that the absence of census and registration of the refugee populations might have on the accuracy of the assessment of their humanitarian needs and their protection, taking into account that the work of UNHCR was aimed at providing refugees with voluntary return or repatriation/resettlement to a third country/local integration.**

128. **The Committee shared the concern expressed in the OIOS evaluation report about the level of successes that had been achieved in finding solutions for protracted refugee situations, which a large proportion of the refugee population worldwide shared. The Committee emphasized the need for UNHCR to utilize its maximum capacity to deal with such situations, in particular those with a large number of refugees. Moreover, the Committee noted with appreciation the contribution of the host countries in protracted refugee situations and recommended that the General Assembly should request the Secretary-General to entrust OIOS with including in its future evaluation reports information on the activities of UNHCR to intensify its efforts to increase international burden-sharing and to reduce pressure on host countries.**

129. **The Committee recognized that, as stated in the OIOS report, UNHCR had effectively responded to complex emergency situations, while noting the external political and financial challenges facing the United Nations High Commissioner for Refugees in achieving durable solutions for persons of concern.**

130. **The Committee noted the efforts under way to advance durable solutions for persons of concern and recommended that the General Assembly should urge the High Commissioner to further take necessary measures in that regard and to provide Member States with regular updates on progress.**

131. **The Committee recalled that the main objective of UNHCR was to ensure the international protection of refugees and others of concern to UNHCR and to seek permanent solutions to their problems in cooperation with States and other organizations, including through the provision of humanitarian assistance to refugees and internally displaced persons within its mandates.**

3. Programme evaluation of the United Nations Economic and Social Commission for Asia and the Pacific

132. At its 7th meeting, on 4 June 2015, the Committee considered the report of OIOS on the evaluation of ESCAP (E/AC.51/2015/7).

133. The Director of the Inspection and Evaluation Division of OIOS introduced the report and, together with a representative of ESCAP, responded to questions raised during its consideration by the Committee.

Discussion

134. Delegations expressed appreciation for the report and for the productive dialogue between ESCAP and member States. Some delegations expressed agreement with the recommendations outlined in the report and the increase in accountability, the focus on transportation, trade and investment and the new energy portal. Satisfaction was also expressed regarding the work of the subregional offices (notably for the Pacific region, East and North-East Asia, North and Central Asia, and South and South-West Asia).

135. Delegations questioned the heavy focus of the report on the areas of research and analysis, indicating that that should not undermine the importance of other categories of work of ESCAP, in particular technical assistance and capacity-building activities, which were crucial for implementation of the main mandate of ESCAP and to promote regional cooperation and action for inclusive and sustainable economic and social development. Delegations were of the view that, although the publication of analytical work (such as guidance or rules) was essential, additional focus should be given to capacity development and providing support services to stakeholders.

136. In relation to the methodology of the evaluation, clarification was sought regarding paragraph 15 (d), notably which Governments, non-governmental organizations and member States had been interviewed or formed part of the focus groups. Furthermore, delegations raised specific methodological questions regarding the composition of the group of 42 stakeholders who had been interviewed or taken part in the focus groups. Delegations acknowledged the challenges faced in the collection of data and evidence, such as low response rates to the stakeholder survey, and sought to know the reasons therefor.

137. Concerning section B and paragraphs 26 and 27 of the report, on the lack of a strong corporate framework to support joint work planning and coordination being insufficient to achieve the strategic goal of ESCAP to promote a multidisciplinary perspective, one delegation sought clarification as to the challenges faced and action being taken by ESCAP to resolve the issue and whether other regional commissions were also facing the same problem. Delegations recalled that member States approved the programme of work of ESCAP. In that regard, one recalled previous discussions on comprehensive reform and restructuring of human resources in ESCAP units and divisions. Delegations sought clarification on dialogue with States members of ESCAP, on ensuring strong corporate strategic work planning and on successful joint planning across ESCAP entities. A question was raised regarding the ability of ESCAP to assess its overall effectiveness and the implementation of its programme of work, for example whether the desired outcomes were being achieved.

138. Clarification was sought regarding the comments made in paragraph 59 of the report, in which it was indicated that ESCAP needed to clarify its current role, to improve its methods to assess effectiveness and to strategically identify the areas in which it could most effectively add value.

139. Delegations raised questions regarding coordination mechanisms, more particularly the measures implemented to promote coordination with other regional entities, as well as entities from other regions, and to avoid any overlap. In addition, one delegation requested clarification on specific projects pertaining to road and train connectivity within the region in the light of the reference in paragraph 21 of the report to the Turkey-Islamic Republic of Iran-Pakistan-India-Bangladesh-Myanmar road corridor and the Istanbul-Tehran-Islamabad-Delhi-Kolkata-Dhaka container train corridor.

140. One delegation sought clarification of the role of ESCAP in the implementation of the post-2015 development agenda and how its effectiveness would be assessed.

141. Delegations expressed concern at the high percentage of extrabudgetary funding and the possible impact of that situation on the work of ESCAP. Clarification was sought as to how ESCAP compared with other regional commissions in that regard.

Conclusions and recommendations

142. **The Committee recommended that the General Assembly should endorse the recommendations contained in paragraphs 65 to 68 of the report of OIOS on the evaluation of ESCAP (E/AC.51/2015/7), while recognizing that certain progress had already been made in addressing those recommendations.**

143. **The Committee recalled that ESCAP worked to overcome some of the region's greatest challenges by providing results-oriented projects, technical assistance and capacity-building to member States. In that context, the Committee emphasized that the focus of the report on research and analysis should not undermine the importance of other categories of work of ESCAP, in particular technical assistance and capacity-building activities, which were crucial for the implementation of the main mandate of ESCAP to promote regional cooperation and action for inclusive and sustainable economic and social development.**

144. **The Committee noted the crucial importance of efficient joint planning and coordination to achieve the strategic goal of ESCAP to promote a multidisciplinary perspective and stressed the need for a strong ESCAP corporate framework to support joint work planning in the implementation of research and analysis and other ESCAP work. In that regard, it recommended that the General Assembly should request the Secretary-General to make further efforts to address those issues appropriately, taking into account the experiences of other regional commissions.**

4. Programme evaluation of the Economic Commission for Latin America and the Caribbean

145. At its 3rd meeting, on 3 June 2015, the Committee considered the report of OIOS on the evaluation of ECLAC (E/AC.51/2015/6).

146. The Director of the Inspection and Evaluation Division of OIOS introduced the report and, together with representatives of ECLAC, responded to questions raised during its consideration by the Committee.

Discussion

147. Delegations expressed appreciation for the report and the positive overall assessment of the work of ECLAC, including its support in the development of policies, the promotion of regional integration and the harmonization of statistics. Delegations also noted positively the visibility of ECLAC and the importance of its work, which was highly regarded and referenced, including its work with regional and subregional integration mechanisms and organizations (para. 44).

148. Delegations expressed appreciation for the analysis provided by OIOS of the resources allocated to ECLAC to tackle expanding mandates and numerous thematic areas in the context of a diverse region with different priorities and requirements. While concern was expressed at the diminishing regular budget resources over the past three bienniums, satisfaction was expressed with the allocation of resources by subprogramme. Note was taken of the impact of the downward trend in resources, including the pressure on the existing organizational structure and available resources, the termination of involvement in specific thematic areas and the lack of continuity of ECLAC involvement in various national policy issues. Clarification was sought on the impact of those changes.

149. Delegations raised specific concerns in relation to perceived contradictions in the report on how stakeholders and technical ministries had responded regarding the utility of the work of ECLAC. Some delegations noted that in some paragraphs OIOS had reported that a high percentage of respondents had stated that ECLAC had been effective in informing decision-making, while in others OIOS had stated that ECLAC had not widely disseminated its publications. Delegations expressed the view that those were separate issues and voiced concern that the report contained value judgements that contradicted the statistics provided. It was suggested that, in one case, technical ministries that had accessed ECLAC publications had expressed their satisfaction with how those publications had influenced their decision-making and, in the other case, reference had been made to technical ministries that lacked access to the publications produced by ECLAC and therefore could not use them; that particular situation could be due to respondents recognizing that they did not have full knowledge of the array of publications produced by ECLAC within their thematic area of focus.

150. In relation to activities in the area of research and analysis, clarification was sought regarding the reduction of more than 100 outputs from the period 2012-2013 to the period 2014-2015 and how the research and analysis products were being funded, in particular the distribution of funds between regular budget and extrabudgetary resources. The view was expressed that the evaluation had focused too strongly on research and analysis activities and that it should have included more information on the technical assistance provided by ECLAC.

151. Delegations specifically asked how ECLAC was addressing the issue of gender, noting in particular that it had not been mentioned among the five thematic areas of work (social, economic, environmental, statistics and public administration and subregional activities). Clarification was sought as to whether gender aspects were being mainstreamed into the work of ECLAC.

152. Delegations requested information on how ECLAC was working on identifying and supporting discussions about emerging development issues important to the region, such as the governance of natural resources or the economics of climate change.

153. Some delegations noted that OIOS had made limited reference to the important and catalytic role of South-South cooperation. Specific questions were raised in that regard, including the link between South-South cooperation and triangular cooperation. Information was requested on the percentage of extrabudgetary and regular budget resources used to fund South-South cooperation.

154. Delegations more broadly posed questions on the implementation of the recommendations and the strategies that ECLAC had to carry them through, specifically regarding the strengthening of the evaluation function and the creation of a separate evaluation unit, including whether that would be included in any future budget proposals and whether there were arrangements to ensure that the recommendation was actionable.

155. Delegations posed questions on paragraph 31 of the report, in which it was indicated that only 33 per cent of Caribbean respondents surveyed thought that ECLAC made contributions to the regional or subregional policymaking or decision-making processes that no other entities could provide. Delegations sought information on what could be done to improve the situation and expressed interest in learning about the previous evaluations undertaken by ECLAC to improve the support and assistance provided in the subregion and how the implementation of those recommendations could prove useful in further strengthening the assistance provided by ECLAC.

156. Delegations sought clarification from ECLAC on specific aspects of the analysis and recommendations contained in the report, including in relation to the availability of publications in languages spoken in the region, including French and Portuguese, as well as on the response of ECLAC to individual requests from Governments and an engagement strategy vis-à-vis national policymakers. Delegations highlighted in that regard that national strategies should be driven primarily by demand from member States and that the role of the regional commissions overall was driven by their member States.

Conclusions and recommendations

157. **The Committee recommended that the General Assembly should endorse the recommendations contained in paragraph 74 of the report of OIOS on the evaluation of ECLAC (E/AC.51/2015/6).**

158. **The Committee noted with appreciation that OIOS had recognized some of the key strengths of and challenges faced by ECLAC, among them the fact that ECLAC had raised important and relevant development policy issues among member States in the region while maintaining its impartiality and facilitating regional and subregional integration initiatives. The Committee acknowledged that ECLAC had also effectively supported policymaking and decision-making at the national level upon requests for technical assistance from member States.**

159. **The Committee welcomed the fact that ECLAC had studied the report carefully and had welcomed the findings and insights. It also expressed**

appreciation for the fact that ECLAC would support organizational learning in strengthening the effectiveness of the use of its available resources, the dissemination of its work both to the public in general and to national authorities and policymakers, and the establishment of mechanisms to further improve the inclusion of the Caribbean perspective in the work programme of ECLAC substantive divisions and its reporting and evaluation mechanisms. It was also acknowledged as a positive step that ECLAC had prepared a detailed action plan, outlining work under way to follow up on the important recommendations in the report.

160. **The Committee acknowledged the finding in the report regarding the increasing complexity of the development issues faced by the region. The Committee also noted the finding of the report that, at the organizational level, more demands were continually and cumulatively being made on ECLAC without any commensurate increase in resources and that, to retain its comparative advantages, ECLAC needed to assess its strategies and structure, given its current mandates, in the context of the realities and challenges identified in the evaluation.**

5. Programme evaluation of the United Nations Human Settlements Programme

161. At its 7th meeting, on 4 June 2015, the Committee considered the report of the OIOS on the evaluation of UN-Habitat (E/AC.51/2015/2).

162. The Director of the Inspection and Evaluation Division of OIOS introduced the report and, together with representatives of UN-Habitat, responded to questions raised during its consideration by the Committee.

Discussion

163. Delegations commended OIOS on the quality of the report, in particular the depth of the analysis, the strategic direction, the coverage of key issues and the reconciliation of a vast array of viewpoints. Delegations concurred with the conclusions and recommendations, highlighting the need for UN-Habitat to develop a rating system that would provide relevant and more accurate information on the Programme's achievements. The importance of finalizing an accountability framework and of developing regional strategic plans in four regional offices and Habitat Country Programme Documents was stressed. In that regard, one delegation voiced support for the inclusion of an ethics function in the workplan for the period 2016-2017.

164. Delegations expressed concern that, while OIOS had rightly acknowledged the progress of UN-Habitat on several fronts, including a better focus on its strategic priorities, it had not sufficiently addressed key factors and critical challenges that explained the difficulties in achieving results, such as resource constraints, the need for governance reform and structural bottlenecks.

165. Delegations underlined the lack of intergovernmental oversight of activities funded by earmarked resources, which amounted to most of the activities of UN-Habitat, as well as the Programme's overreliance on voluntary contributions, which had resulted in priorities diverging from those outlined in the mandates defined by member States and set out in the Programme's strategic plan. In that regard, delegations welcomed the governance reforms adopted by the Governing

Council at its twenty-fifth session, in April 2015, praised the recent progress in their implementation and welcomed the establishment by the Council of a working group on programme and budget to ensure that all projects carried out by UN-Habitat (including those funded from earmarked resources) complied with pre-approved benchmarks and indicators of achievement that were aligned with the established strategic plan. In addition, delegations indicated that it would be of interest for OIOS to re-evaluate UN-Habitat once the new governance structure was in place and fully functional.

166. Some delegations, noting that most crisis and conflict areas happened to be in urban and densely populated areas, recommended that UN-Habitat should develop, in cooperation with relevant United Nations entities, a risk management policy and plan of action, based upon, among other things, international human rights and humanitarian law, taking into account experience derived from recent crisis areas and incorporating durable solutions for affected urban and rural populations, including internally displaced persons.

167. Delegations also stressed that UN-Habitat should more systematically adapt its work to the countries in which it operated and that regional-level and country-level documents should incorporate baseline data and input from member States. Those efforts would require stronger engagement for resource mobilization and the creation of new partnerships. One delegation highlighted the efforts of UN-Habitat in Japan, notably its work with local and regional partners.

168. Disagreement was expressed with the assessment of OIOS regarding insufficient mainstreaming of youth issues throughout UN-Habitat activities. It was said that UN-Habitat actively engaged in youth issues through its engagement in the United Nations Inter-Agency Network on Youth Development, the United Nations System-wide Action Plan on Youth, the Urban Youth Fund and the Youth Advisory Board.

169. Delegations raised specific questions as to the methodology employed in the report, including the challenges cited in paragraph 16 relating to effectiveness-related evidence not being forthcoming at the country level, given that only 8 of 20 countries had sent responses, repeated requests notwithstanding.

170. It was emphasized that the strategic direction of UN-Habitat should incorporate relevant items of the post-2015 development agenda and the outcomes of the United Nations Conference on Housing and Sustainable Urban Development, to be held in Ecuador in October 2016.

171. Delegations sought clarification on the limited availability of non-earmarked funding currently available to UN-Habitat and how that situation could affect the Programme in endeavouring to implement the post-2015 development agenda.

172. Interest was expressed in a future assessment of how the implementation of the International Public Sector Accounting Standards and Umoja would affect the overall effectiveness of UN-Habitat procurement and recruitment.

Conclusions and recommendations

173. The Committee recommended that the General Assembly should endorse the recommendations contained in paragraphs 64 to 70 of the report of OIOS on the evaluation of UN-Habitat (E/AC.51/2015/2).

174. The Committee expressed appreciation for the OIOS evaluation of UN-Habitat and recognized its value in improving the effectiveness, accountability and transparency of the Programme towards meeting the objectives of its mandate and strategic plan.

175. The Committee welcomed the acceptance by UN-Habitat of the recommendations of OIOS and recommended that UN-Habitat should actively consult and cooperate with the Working Group on Programme and Budget in their implementation.

176. The Committee emphasized that structural constraints relating to the absence of a comprehensive intergovernmental oversight mechanism had seriously affected the alignment of UN-Habitat with its strategic priorities, as well as its effectiveness, and welcomed the governance reforms adopted by the Governing Council of UN-Habitat at its twenty-fifth session.

177. The Committee recommended that the General Assembly should request the Secretary-General to entrust OIOS with analysing the management response to the new governance structure of UN-Habitat in its next evaluation report.

178. The Committee also stressed, for member States to be able to make more informed decisions on planning and budgeting, the need for UN-Habitat to strengthen its evaluation function at all levels, including by reporting on regular evaluations of its strategic plan and developing regional-level and country-level programme documents with clear and relevant baselines, targets and indicators in support of its strategic plan.

179. The Committee also encouraged the management of UN-Habitat to strengthen the transparency of all decision-making processes and foster cohesiveness throughout the Programme.

180. In addition, the Committee recommended that OIOS, in its next reports, should continue to provide information on the implementation and effectiveness of the International Public Sector Accounting Standards and Umoja in UN-Habitat.

181. The Committee noted with appreciation the efforts of UN-Habitat to position itself as the lead United Nations agency for sustainable urbanization.

6. Programme evaluation of the United Nations Conference on Trade and Development

182. At its 3rd meeting, on 2 June 2015, the Committee considered the report of the OIOS on the evaluation of UNCTAD (E/AC.51/2015/4).

183. The Director of the Inspection and Evaluation Division of OIOS introduced the report. The Deputy Secretary-General of UNCTAD and the Director of the Inspection and Evaluation Division responded to questions raised during its consideration by the Committee.

Discussion

184. Appreciation was expressed for the report, in particular the positive overall assessment of the UNCTAD research and analysis pillar. Delegations welcomed the incorporation of a gender perspective into the evaluation and suggested that future OIOS evaluations should highlight UNCTAD efforts to implement a systematic approach to the specific concerns of other vulnerable groups, such as children, indigenous populations and migrants.

185. One delegation observed that the OIOS evaluation did not reflect the entire range of work performed by UNCTAD as a world-leading entity in its area; the evaluation, while emphasizing the research and analysis pillar, did not assess the consensus-building and the technical cooperation pillars. Clarification was sought as to how UNCTAD products were being used by national stakeholders, such as government counterparts, as well as on their impact at the local level, especially given the existing budget constraints. Delegations noted that OIOS attempts to reach the main stakeholders of the other two pillars, in particular government representatives, were hampered, which was a significant challenge in its monitoring and evaluation efforts.

186. Delegations raised specific questions on the methodology of the report, including regarding the representativeness of independent external groups and thought leaders; the sampling method used to define the outputs to be analysed in the regression analysis and the rationale for that approach; the criteria used to select specific countries in which to carry out an in-depth analysis; the selection of intergovernmental meetings (specific to the United Nations or at the regional and subregional levels) and other events that OIOS observed during data collection; and access to the final product and follow-up to its recommendations. Clarification was sought as to how the analysis of OIOS had attempted to capture the efforts of UNCTAD to collaborate with other actors.

187. Delegations welcomed the receptiveness of UNCTAD to the report and its commitment to implementing all recommendations within a set time frame and noted the resource implications of that effort. They requested clarification on the anticipated next steps in that regard, including whether the action plan would be presented to the Trade and Development Board at its session to be held in September 2015. In addition, clarification was sought on the possible parallels between the OIOS evaluation and the recommendations contained in the 2012 report of the Joint Inspection Unit on the subject. Delegations noted that the recommendations should be translated to concrete actions in terms of technical assistance and capacity development initiatives.

188. Delegations more broadly asked how declining budgets might affect the ability of UNCTAD to fulfil its mandate, noting that research and analysis outputs were produced almost exclusively by staff employed under the regular budget. Delegations noted the heavy reliance on regular budget resources in that area and how it contrasted with the technical cooperation pillar, which relied largely on consultants funded from extrabudgetary resources. Concern over the increasing dependence on extrabudgetary funding for research and publications was raised. In that regard, one delegation raised the importance of joint cooperation efforts between UNCTAD and other leading organizations, such as regional development banks, the World Bank and the World Trade Organization, and how such partnerships were reflected in the budget. Further clarification was sought regarding

the reference in paragraph 7 of the report to "heavily consultancy-based interventions".

189. Clarification was sought on a number of specific aspects of the analysis and recommendations contained in the report. They included the existence of a dedicated evaluation office (such as that of UN-Women, for example) and whether the risk-based evaluation plan would be shared with the Trade and Development Board. Concern was raised over the possible consequences of the "sometimes contradictory messages" across UNCTAD publications and the variable degree to which gender was integrated into those publications. Delegations sought clarification on the practical remedial measures being implemented by UNCTAD in that regard. Other delegations stressed that coherence concerns should not hamper UNCTAD efforts to propose innovative approaches and alternative economic and financial paradigms, especially if they were responding to the needs of developing countries.

190. One delegation underlined that UNCTAD efforts to disseminate its products were hampered by the lack of a strong communications strategy. To address the recommendation contained in the evaluation in that regard, a suggestion was made to develop a stronger dissemination strategy to target all audiences and engage novel approaches, including social media. In addition, clarification was sought as to the remedial action being taken by UNCTAD to address the issues raised in paragraph 34 of the report, notably that staff surveyed still considered UNCTAD to be somewhat or highly inefficient at working across divisions in the production of outputs, for example with the sharing of databases.

Conclusions and recommendations

191. **The Committee recommended that the General Assembly should endorse the recommendations contained in paragraphs 51 to 57 of the report of OIOS on the evaluation of UNCTAD (E/AC.51/2015/4).**

192. **The Committee welcomed the acceptance by UNCTAD of all the recommendations in the OIOS report. The Committee stressed the importance of UNCTAD fully implementing the recommendations and providing Member States with regular updates on progress against its action plan for implementation, including at meetings of the Trade and Development Board.**

193. **The Committee recalled that the main objective of UNCTAD was to assist developing countries, especially the least developed countries, and countries with economies in transition in integrating beneficially into the global economy in support of inclusive and sustainable growth and development.**

194. **The Committee recalled that the work of UNCTAD was based on three pillars, namely consensus-building, research and analysis, and technical assistance, two of which, namely consensus-building and technical assistance, had not been evaluated in the OIOS report. In that context, the Committee noted the importance of all three pillars and emphasized that the importance of technical assistance for the fulfilment of the UNCTAD mandate should not be undermined. In that regard, the Committee recommended that the General Assembly should request the Secretary-General to entrust OIOS with ensuring that the remaining pillars were addressed in the next evaluation report.**

195. The Committee encouraged continued efforts by UNCTAD to integrate gender mainstreaming throughout its work.

196. The Committee noted that UNCTAD had reactivated its Publications Committee and stressed the importance of using the Publications Committee to move towards a more coherent approach to research and analysis. The Committee also noted that it was important for UNCTAD to continue its efforts to reflect different approaches and alternative economic and financial paradigms in its products.

197. The Committee emphasized the need for more information on the regional-level and country-level impact of UNCTAD research and analysis products.

198. The Committee noted that a high percentage of staff surveyed for the OIOS report considered that UNCTAD needed to become more efficient at working across divisions in the production of its outputs. The Committee underlined the importance of improving working across divisions, noting that different divisions could have different economic perspectives.

199. The Committee recalled the Doha Mandate, which stated, inter alia, that, in strengthening UNCTAD, efforts should be made to enhance its efficiency, effectiveness, transparency and accountability, including through effective results-based management and ensuring a member State-driven process through the intergovernmental machinery. The Committee noted that some progress had already been achieved in that regard and encouraged UNCTAD to continue its efforts to fulfil those objectives.

7. Programme evaluation of the International Trade Centre

200. At its 5th meeting, on 3 June 2015, the Committee considered the report of OIOS on the evaluation of the International Trade Centre (ITC) (E/AC.51/2015/8).

201. The Director of the Inspection and Evaluation Division of OIOS introduced the report and, together with a representative of ITC, responded to questions raised during its consideration by the Committee.

Discussion

202. Delegations expressed appreciation for the report and agreement with the OIOS assessment of the work of ITC, in particular its effectiveness, its proactivity and its specific efforts at supporting least developed and landlocked countries. The receptivity of ITC to the evaluation report was also welcomed. Delegations took note of the shortcomings reflected in the conclusions and recommendations of the report in areas such as monitoring and programme planning, expressing agreement that ITC should become more focused on results, for example through more strategic project prioritization and greater attention to outcome-focused monitoring and evaluation. Delegations recognized that strengthening those areas would be necessary if ITC were to achieve the objectives of its 2015-2017 strategic plan and 2016-2017 strategic framework and to measure its success against those objectives and respond to the needs of its clients and beneficiaries. In that regard, delegations sought clarification from OIOS as to what such measures of success might look like.

203. Delegations requested clarification on progress achieved in implementing the recommendations made in the report and on the relationship between the recommendations and those emanating from an independent evaluation conducted in 2014 that had been referenced in the report. Delegations took note of the Centre's efforts to mobilize further non-earmarked and "soft"-earmarked extrabudgetary resources.

204. One delegation, taking note of progress made in mainstreaming social issues such as gender and youth, sought clarification as to how those areas could be mainstreamed through a demand-driven approach in the implementation of the other recommendations proposed in the report and measured against indicators of achievement.

205. Clarification was sought regarding recommendation 2, which indicated that ITC should incrementally adopt a more holistic, data-driven approach to planning and budgeting while still seeking alignment with donor and client priorities. In that regard, one delegation said that ITC should continue to be guided by the biennial workplan of subprogramme 6 in the operational aspects of trade promotion and export development, which had been endorsed by Member States.

Conclusions and recommendations

206. **The Committee recommended that the General Assembly should endorse the recommendations contained in paragraphs 55 to 60 of the report of OIOS on the evaluation of ITC (E/AC.51/2015/8).**

207. **The Committee noted that the report contained useful recommendations to improve the performance of ITC and that most validated the outcomes of the independent evaluation of ITC completed in June 2014.**

208. **The Committee encouraged ITC to target the regions, countries and industries most in need of its expertise.**

8. Programme evaluation of the United Nations Entity for Gender Equality and the Empowerment of Women

209. At its 10th meeting, on 8 June 2015, the Committee considered the report of OIOS on the evaluation of UN-Women (E/AC.51/2015/9).

210. The Under-Secretary-General for Internal Oversight Services introduced the report. The Assistant Secretary-General/Deputy Executive Director, Intergovernmental Support and Strategic Partnerships Bureau, of UN-Women and the Director of the Inspection and Evaluation Division of OIOS responded to questions raised during its consideration by the Committee.

Discussion

211. Delegations expressed appreciation for the report and highlighted the timeliness of the evaluation in view of the continuing debate on the post-2015 development agenda and the twentieth anniversary of the adoption of the Beijing Declaration and Platform for Action. Delegations expressed the view that UN-Women should increasingly build on best practices and lessons learned and noted the success of the Entity in normative matters globally. Note was taken of the progress achieved in various areas, including in relation to the Commission on the

Status of Women and other intergovernmental processes, as well as sustainable development, indigenous peoples, climate change and natural disasters. In addition, clarification was requested as to whether the eight areas of work of UN-Women were delivering at the same level or whether some areas were performing better than others.

212. Delegations noted the positive collaboration between UN-Women and OIOS during the evaluation. Some sought clarification on the methodology employed, including possible reasons for the low response rates to web-based surveys and interviews with Member States, civil society organizations and UN-Women staff, including the Entity's Executive Board and resident coordinators, and the use of an expert consultant as part of the evaluation team.

213. Delegations stressed the importance of the work of UN-Women for gender equality and the empowerment of women and reiterated strong support for the Entity and its mandate. Delegations commended UN-Women on the significant progress achieved since its creation in 2011, with one seeking further details on how the Entity had taken stock of and built on the work performed in the field before its inception. Note was taken of the challenges in implementing such a global agenda given the existing resource constraints. The Entity's overreliance on voluntary contributions was highlighted. One delegation questioned the reduction in the share of regular budget resources for 2016-2017. Delegations expressed appreciation for the fact that, the shortage of resources compared with estimates at the inception of the Entity notwithstanding, UN-Women had been able to raise awareness of gender issues and contribute to the development of norms and standards for gender equality and the empowerment of women worldwide.

214. Delegations took note of the progress made by UN-Women in the coordination of efforts to promote gender equality and the empowerment of women within entities of the United Nations system and with partners, underlining existing challenges within the organization. One suggested that key factors and best practices in that regard should be identified as lessons learned.

215. Several delegations noted that no country had yet achieved gender equality and that additional efforts were required to overcome cultural resistance and gain political will for the empowerment of women. They expressed support for the advocacy role that UN-Women could play to further foster the implementation of gender strategies and policies at the country level, while noting that limited resources had severely affected the Entity's capacity to deliver on its mandate. The importance of partnerships and synergies with civil society organizations and United Nations country teams was underlined. One delegation stressed that UN-Women had not made full use of existing coordination mechanisms for the implementation of normative frameworks.

216. Some delegations expressed concern regarding the use in the report of the term "cultural resistance" and other new terms that had not been agreed upon in relevant intergovernmental processes. They stressed that OIOS should use the terminology that Member States had previously agreed upon by consensus within the context of those processes.

217. One delegation sought further clarification as to why OIOS had not assessed existing partnerships between UN-Women and civil society organizations, which were considered very important for the Entity in overcoming challenges and

resistance at the local and national levels to the implementation of its activities. Another delegation further underlined the importance of linkages to intergovernmental bodies such as the Council of Europe and questioned the lack of such linkages with the European Union, where gender was an essential cross-cutting area and where the European Court of Justice applied case law on issues of equality and efforts to combat discrimination.

218. One delegation stressed the essential contribution of women to peace and security and underlined that the results presented in the report were not satisfying, especially in relation to women from African countries. In that regard, another delegation stressed that the lack of a UN-Women presence in some countries, such as the Central African Republic, or regions, such as West Africa, affected the Entity's effectiveness in delivering on its mandate. A third delegation underlined the importance of supporting the implementation of Security Council resolution 1325 (2000) in that regard.

219. Several delegations requested clarification on the steps that UN-Women had taken to mainstream gender perspectives in the work of other partners and how the Entity intended to reach its target audience in areas in which it was not present in the field and in which access to social media was limited. One welcomed the use of radio programmes in areas in which access to modern technology was limited. In that regard, another delegation noted that, those challenges notwithstanding, the figures cited in the report indicated that the impact of UN-Women in the field had increased.

220. Delegations welcomed the positive response of UN-Women to the recommendations of OIOS and sought further details on the implementation process, in particular given the budgetary constraints. One stressed the importance of recommendations 2 to 4 and sought further details on their integration into the UN-Women strategic plans for the periods 2016-2017 and 2018-2019 and the budgetary consequences thereof.

221. One delegation said that stronger indicators of achievement were necessary to improve the performance of UN-Women and to foster lasting results.

Conclusions and recommendations

222. **The Committee recommended that the General Assembly should endorse the recommendations contained in paragraphs 64 to 67 of the report of OIOS on the evaluation of UN-Women (E/AC.51/2015/9).**

223. **The Committee recommended that the General Assembly should encourage UN-Women to use system-wide coordination mechanisms to their fullest potential for promoting the implementation of its mandates to strengthen the linkages between its normative and its operational work and, subject to requests by Member States, to enhance its presence at the country level.**

224. **Regarding recommendation 3, the Committee stressed the need to improve the implementation of the mandates of UN-Women at the regional and country levels through the implementation of approved strategies and organizational solutions that enhanced mutual cooperation between headquarters and field offices.**

225. **The Committee underlined that it was important for UN-Women to provide technical advice and support to the United Nations system on mainstreaming gender equality and the empowerment of women and girls in its work. The strength of those partnerships was considered an important contribution to ensuring the coherent implementation of its mandate within the United Nations system.**

226. **The Committee noted with concern the finding of OIOS that gender focal points participating in the Inter-Agency Network on Women and Gender Equality were often at an insufficiently high level of authority to make decisions and commitments. In that regard, the Committee recommended that the General Assembly should bring to the attention of the Secretary-General, in his capacity as Chair of CEB, the need to encourage the executive heads of the agencies, funds and programmes to ensure that the organizational placement and level of authority of gender focal points were sufficient to support the decision-making process effectively.**

9. Thematic evaluation of monitoring and evaluation of the Millennium Development Goals: lessons learned for the post-2015 era

227. At its 11th meeting, on 9 June 2015, the Committee considered the report of OIOS entitled "Thematic evaluation of monitoring and evaluation of the Millennium Development Goals: lessons learned for the post-2015 era" (E/AC.51/2015/3).

228. The Under-Secretary-General for Internal Oversight Services introduced the report and responded to questions raised during its consideration by the Committee.

Discussion

229. Some delegations commended OIOS for the preparation of the important evaluation report, noting that it should be given careful attention. It was indicated that the outline of the disparate Millennium Development Goal monitoring and evaluation components, as well as the development of the thematic impact pathway depicting the relationships between Goal evaluation activities and outputs, was particularly valuable. Other delegations expressed the view that the report went beyond the expected thematic evaluation of monitoring and evaluation of the Goals and that some of the advantages, disadvantages, conclusions and recommendations in the report prejudged the possible outcomes of ongoing intergovernmental processes. One delegation stressed that the report promoted and endorsed an approach to monitoring and evaluation that was definitely premature, considering that the post 2015 development agenda intergovernmental process had not yet been concluded and a proper mandate was required before action could be taken. Some delegations asked how the evaluation was to be used by Member States and expressed serious doubt about endorsing the recommendations contained in the report.

230. Some delegations noted that the terminology used in the report was not consistent with that which Member States were inclined to use: the report referred to "monitoring" and "evaluation" while Member States had been speaking of "follow-up" and "review", as reflected in General Assembly resolution 67/290.

231. One delegation underlined that follow-up and review functions would lie primarily with the high-level political forum on sustainable development that had

been established pursuant to the United Nations Conference on Sustainable Development and that any United Nations system framework should abide by parameters set by Member States within that forum.

232. General conceptual questions were raised regarding the parameters of a useful monitoring and evaluation mechanism; the type of progress indicators to be developed (current, clear, accessible and useful); the statistical entities responsible for submitting data; the stakeholders involved (Member States, national authorities, external organizations and/or United Nations entities); and the goals to be evaluated.

233. Some delegations raised specific methodological questions and sought further clarification regarding the stakeholders interviewed by OIOS during the preparation of the report and the information presented in figure I of the report.

234. One delegation noted that reference was made in paragraph 7 of the OIOS report to six elements, namely dignity, people, prosperity, planet, justice and partnership, which had been proposed in the synthesis report of the Secretary-General on the post-2015 development agenda, entitled "The road to dignity by 2030: ending poverty, transforming all lives and protecting the planet" (A/69/700); that delegation recalled that those six elements had not yet been embraced by Member States and that alternatives were being discussed in the intergovernmental processes.

235. One delegation took note of the disparate and ad hoc monitoring and evaluation components for the Millennium Development Goals that were presented in the report. Some delegations observed that that was an opportunity to look back, analyse past experiences and build on existing know-how and institutional architecture to avoid duplication. In that regard, one delegation underlined the importance of avoiding administratively burdensome monitoring systems.

236. One delegation underlined the importance of establishing effective evaluation and monitoring mechanisms at the onset of the framework for the sustainable development goals and noted that the fundamental principles for the framework should be accountability, consistency, interconnectedness, coordination, transparency, flexibility and utility (lessons 2 and 7). Another delegation emphasized the need for clear, adequate and internationally agreed achievement indicators for each target within the sustainable development framework. Such indicators should make it possible to effectively monitor trends, direct policy interventions and make timely formative interventions. The latter was of the utmost significance, since determining the need for midterm corrections was crucial to maximizing effectiveness in the achievement of the desired outcomes. One delegation stated that the credibility and effectiveness of the framework would be based on fundamental principles such as national ownership, capacity development, inclusiveness, transparency and consistency in linkages at the national, regional and global levels (E/AC.51/2015/3, para. 35).

237. Delegations emphasized the need for internationally agreed achievement indicators within the sustainable development framework, which would allow for the effective monitoring of trends and for direct policy interventions while taking into account local or regional contexts in comparing progress in different countries. It was stressed that conducting regular meta-evaluations should provide constructive lessons for the future strengthening of evaluation capacity. Therefore, monitoring and evaluation information should be made publicly accessible to maximize

knowledge-sharing, transparency and openness, as well as to allow for an effective feedback mechanism benefiting all the stakeholders.

238. Delegations underlined the important role foreseen for the United Nations regional commissions in the post-2015 development agenda (ibid., para. 35) and recalled that the commissions were establishing regional forums according to the regional circumstances, needs and priorities (for example, ECLAC was undertaking consultations to establish a regional forum on sustainable development). Those regional platforms were expected to conduct the follow-up and review of the implementation of the sustainable development goals at the regional level. Those regional modalities should not be predetermined at the global level, given that there was no "one-size-fits-all" formula.

239. One delegation sought further clarification on the role and the work of the Inter-Agency and Expert Group on Millennium Development Goal Indicators and on the OIOS proposal on comprehensive evaluation reports being prepared by a variety of stakeholders at five-year intervals (ibid., paras. 58 and 59).

240. Delegations welcomed the report's emphasis on strengthening national capacities and local stakeholders in the area of statistics and evaluation through a monitoring and evaluation framework (lesson 5). One delegation underlined the particular importance of increasing United Nations support to countries in terms of harmonizing statistics at the national, regional and global levels and of increasing the speed in providing results and analysis. Another delegation stressed that for those efforts countries would require resources to finance such activities.

241. Delegations welcomed progress made in areas such as gender parity and the reduction of poverty but observed that many countries had not been successful in achieving the Millennium Development Goals or in implementing activities within that framework (as well as other international targets such as those in the Doha Declaration on Financing for Development), largely owing to a lack of resources or contributions from donors (lesson 6). One delegation sought clarification regarding the focus of the report on the implementation of the Goals in Africa and Asia, and asked about the progress made in the rest of the world.

Conclusions and recommendations

242. **The Committee acknowledged the specific lessons learned that were identified in the report of OIOS entitled "Thematic evaluation of monitoring and evaluation of the Millennium Development Goals: lessons learned for the post 2015 era" (E/AC.51/2015/3).**

243. **The Committee recommended that the General Assembly should take note of the recommendation in the OIOS report, while observing that the recommendation did not constitute a formal input for the ongoing negotiations of the post-2015 development agenda.**

Chapter III
Coordination questions

A. Annual overview report of the United Nations System Chief Executives Board for Coordination for 2014

244. At its 5th meeting, on 3 June 2015, the Committee considered the annual overview report of CEB for 2014 (E/2015/71).

245. The Director of the secretariat of CEB introduced the report and responded to questions raised during its consideration by the Committee.

Discussion

246. Delegations welcomed the report, expressing appreciation for the comprehensive and high-quality information on the work of the Board presented therein. Useful enhancements to the content of the CEB website were acknowledged. Delegations recognized the Board's increasingly important role in promoting system-wide coherence and coordination, the elimination of duplication, greater effectiveness and a more efficient use of resources to foster development and international security. One delegation said that the work of CEB was essential if the United Nations system were to continue to deliver results and ensure policy coherence in respect of the many mandates approved.

247. Delegations recognized that the intergovernmental mandates to which the Board was responding were clearly identified in the report and emphasized the importance of continuing to ensure that its work was guided by such mandates.

248. The Board's efforts to promote policy coordination and coherence in areas including economic and social development, South-South and triangular cooperation and climate change were welcomed. One delegation also welcomed CEB efforts to support United Nations conferences and summits on specific issues, such as those pertaining to small island developing States, and in that context another delegation inquired about a joint initiative on tourism development being supported by nine United Nations system organizations that had been presented at the CEB high-level side event during the third International Conference on Small Island Developing States. Support was also voiced for the preliminary steps taken to coordinate system-wide assistance to help to prepare for the transition to the post-2015 development agenda, although several delegations emphasized the need to avoid prejudging the outcome of the intergovernmental negotiations on the agenda, including in relation to action to be taken by the system in support of the new development framework. Delegations commended the selection of youth employment as an area of focus of the Board in view of the subject's importance in achieving poverty reduction and sustainable development.

249. Delegations welcomed the assistance provided by the United Nations system to Member States to accelerate the implementation of the Millennium Development Goals through the review by CEB of implementation at the country level and requested further information on the activities being carried out at that level. Clarification was sought as to whether Goal 8, on a global partnership for development, had been considered in the context of the review.

250. With regard to South-South and triangular cooperation in the area of agriculture, the importance of strengthening cooperation with other United Nations entities, such as the Food and Agriculture Organization of the United Nations and the World Food Programme, and of involving entities such as the International Fund for Agricultural Development and other relevant financial entities was underlined. On climate change, the library of United Nation system publications compiled by the Working Group on Climate Change of the High-level Committee on Programmes for the twentieth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change was seen as valuable; in particular, one delegation noted the increasing need to raise awareness of the subject among the less-educated and illiterate. CEB was encouraged to ensure that its input to the United Nations Conference on Housing and Sustainable Urban Development would be released in a timely manner to enable Member States to use it properly.

251. Delegations welcomed United Nations system-wide coordination efforts on the extremely important matters of cybercrime and cybersecurity. Details were requested on the measures to strengthen inter-agency coordination in that regard and clarification was sought on the United Nations entities that had led the initiative.

252. Some delegations welcomed efforts to improve the effectiveness and impact of operational activities of the United Nations system and to support United Nations country teams. Delegations raised questions on the scope of the mandate to deliver as one United Nations and stressed the voluntary nature of the initiative. A request was made for an update on the impact of the Joint Operations Facility in Brazil to be included in the report for 2015.

253. Delegations underscored the crucial role of CEB in improving and demonstrating innovation with regard to the administrative and management functions of the United Nations system and reiterated their appreciation for the Board's focus on the harmonization and simplification of business practices in the areas of finance, procurement, human resources and common support services through the High-level Committee on Management. One delegation noted that efforts to date had succeeded in improving efficiency in terms of resource use, transparency and accountability. Delegations urged CEB to continue work on human resources management, strengthening transparency and accountability and improving finance and budgeting mechanisms. The importance of analysing the impact of administrative activities on improving the work of the system was also noted.

254. On procurement, delegations welcomed the significant progress made on collaborative initiatives, in particular to increase access to United Nations system procurement by vendors from developing countries and countries with economies in transition. One delegation sought further information on the mandate for harmonizing procurement guidance, as well as on the work of the Procurement Network on long-term agreements for the procurement of vehicles and fuel. Another noted that the further deployment of the Secretariat's enterprise resource planning system, Umoja, had not been mentioned in the report and that it could have an impact on procurement, in particular in field locations (e.g. in relation to real-time updates on ongoing procurement). One delegation observed that, to enhance the efficiency and effectiveness of procurement and to avoid duplication in procuring items already in storage, improved asset management and coordination with acquisitions were necessary.

255. Delegations showed interest in the work by the Finance and Budget Network of the High-level Committee on Management on the development of a common definition of operating costs. Questions were raised on the specifics of the agreed definition, including whether it had already been approved by the executive boards of the United Nations funds and programmes, as mandated by the General Assembly in its resolution 67/226.

256. Delegations requested further details on efforts to ensure coherence and complementarity in oversight functions, audit and evaluation throughout the United Nations system, including on the "three lines of defence" model of the Institute of Internal Auditors and on how coherence between the approach on accountability and risk management could be ensured. Clarification was sought as to whether oversight bodies such as the Joint Inspection Unit, OIOS and the Board of Auditors had been consulted about the reference risk management, oversight and accountability model before its adoption by the High-level Committee on Management.

257. Regarding activities undertaken by the Human Resources Network of the High-level Committee on Management, delegations welcomed the exchange of information among human resources directors of member organizations and the creation of a working group to further identify good practices in key performance management areas, as recommended by the Committee on Programme and Coordination at its fifty-fourth session. More information on the pilot schemes for performance-based rewards and recognition was requested, including in relation to the mention in the report of the International Fund for Agricultural Development and the United Nations Office for Project Services. Delegations welcomed progress made in the areas of performance management, inter-agency mobility and recruitment of local staff and expressed interest in the challenges that remained to be addressed and the way forward.

258. Delegations sought clarification on the status of the implementation of General Assembly resolution 67/292 on multilingualism and welcomed the initiatives to promote and facilitate multilingualism undertaken by United Nations system organizations to date. One stressed the need to channel resources to strengthen translation and interpretation capacity.

259. An update on the status of the feasibility study on enterprise resource planning interoperability mentioned in paragraph 42 of the report was requested, as was further information on the United Nations system data catalogue.

260. Delegations expressed appreciation for the update on the system-wide implementation of the International Public Sector Accounting Standards and commended the Board for its role in promoting their adoption to improve the quality of financial reporting and harmonization throughout the system and to enhance transparency and accountability. Further details on cooperation between CEB and the Joint Inspection Unit were requested.

Conclusions and recommendations

261. **The Committee reiterated its recommendations to the General Assembly to bring to the attention of the Secretary-General, in his capacity as Chair of CEB, the following concerns:**

(a) **The need to ensure that the Board's activities and initiatives, including those relating to system-wide coherence, encompassing also the**

voluntary adoption of "Delivering as one" as defined in General Assembly resolution 67/226, section IV.C, were fully in line with intergovernmental mandates;

(b) The need to ensure enhanced alignment of the measures of the High-level Committee on Management with the existing United Nations legislative framework, including in the area of procurement.

262. The Committee recognized the contributions of CEB in 2014 to the enhancement of United Nations system-wide coherence and coordination in policy, operational and management matters.

263. The Committee recognized the work of CEB on the harmonization and simplification of business practices and welcomed the instances in which opportunities for efficiencies and the reduction of administrative and procedural burdens had been created, aiming at increasing the coherence, coordination, effectiveness, accountability and credibility of the United Nations system. The Committee reiterated its recommendation that the General Assembly request the Secretary-General, in his capacity as Chair of CEB, to continue to address that issue.

264. The Committee took note of the establishment of the Joint Operations Facility in Brazil as an effort to streamline key operational areas of participating agencies by consolidating support services and recommended that the General Assembly should request the Secretary-General, in his capacity as Chair of CEB, to provide an update on the matter in the context of the next CEB report.

265. The Committee also noted the initiative of CEB to share good practices in performance management through the exchange of experiences among human resources directors of participating organizations and recommended that the General Assembly should request the Secretary-General, in his capacity as Chair of CEB, to continue to promote good practices among participating organizations.

266. The Committee recalled paragraph 22 of General Assembly resolution 69/273 and recommended that the Assembly should request the Secretary-General, in his capacity as Chair of CEB, to promote the strategic use of long-term agreements, as appropriate, with regard to procurement activities in the United Nations system.

267. The Committee recognized the continued efforts of CEB to enhance collaboration on procurement activities, including increasing the opportunities for vendors from developing countries and countries with economies in transition, and recommended that the General Assembly should request the Secretary-General, in his capacity as Chair of CEB, to continue his efforts in that regard.

268. The Committee recognized the intrinsic interlinkage between poverty eradication and the promotion of sustainable development and stressed the importance of mobilizing capacity and resources for supporting the implementation of the future global development agenda. The Committee emphasized the key role to be played by CEB in ensuring coordinated United Nations system-wide support in the preparation of and follow-up to the

post-2015 development agenda, in accordance with relevant intergovernmental mandates. For that purpose, the Committee recommended that the General Assembly should request the Secretary-General, in his capacity as Chair of CEB, to include in the report of CEB to the Committee at its fifty-sixth session information on ways and means of strengthening that role to foster policy coherence in the United Nations system in order to ensure coordinated and effective action on the wide range of programmatic, management and operational issues linked to that global agenda.

269. **The Committee took note of the establishment of the South-South and Triangular Cooperation Task Team, coordinated by the United Nations Office for South-South Cooperation, and called upon the Secretary-General, in his capacity as Chair of CEB, to continue to promote, within existing mandates, among the funds and programmes, as well as the specialized agencies and other entities of the United Nations system, the continuation of mainstreaming support for South-South cooperation into the regular country-level programming of operational activities for development.**

270. **The Committee recommended that the General Assembly should request the Secretary-General, in his capacity as Chair of CEB, to present the system-wide input to the new urban agenda well in advance of the third session of the Preparatory Committee for the United Nations Conference on Housing and Sustainable Urban Development, to be held in Jakarta from 25 to 27 July 2016, to allow for its proper consideration by Member States.**

271. **The Committee recognized the continued efforts of CEB to engage with Member States, including, but not limited to, the use of its website, to further enhance and strengthen the Board's transparency and accountability to Member States.**

272. **The Committee recommended that the General Assembly should request the Secretary-General, in his capacity as Chair of CEB, to continue to foster a coordinated approach to multilingualism in the United Nations system, in accordance with the relevant Assembly resolutions.**

B. United Nations system support for the New Partnership for Africa's Development

273. At its 3rd meeting, on 2 June 2015, the Committee considered the report of the Secretary-General on United Nations system support for the New Partnership for Africa's Development (NEPAD) (E/AC.51/2015/10).

274. The Under-Secretary-General and Special Adviser on Africa introduced the report and responded to questions raised during its consideration by the Committee.

Discussion

275. Delegations expressed appreciation to and support for the Office of the Special Adviser on Africa and commended the Special Adviser on the comprehensiveness of the report and the details provided therein. Delegations emphasized the critical importance of NEPAD to overcoming challenges to the development of Africa and welcomed and expressed support for the efforts of the Office in strengthening the coherence, coordination and effectiveness of the support provided by the United

Nations system to NEPAD, including in the context of the constant flux and transformative changes taking place in Africa.

276. Appreciation was expressed for the great effort expended by the United Nations system in support of NEPAD and Africa, notably covering the sectors of agriculture, food security and rural development, infrastructure development, peace and security, governance, women's empowerment and gender equality, industry, trade and market access, environment, population and urbanization, social and human development, the response to the Ebola outbreak, science and technology and communication, advocacy and outreach.

277. Delegations underscored the need to support African Member States, the African Union and African regional economic communities in the implementation of the post-2015 development agenda and in relation to peace and security and development, as well as through the Tokyo International Conference on African Development process and other bilateral strategic partnerships with Africa such as the Forum on China-Africa Cooperation and the Africa Growing Together Fund. Further information was requested on the current progress and perspective of the implementation of the process relating to the International Conference.

278. Expressing appreciation for the continued support provided by the United Nations to Africa in the field of peacebuilding, efforts to combat drug trafficking and the prevention of terrorism, delegations stressed the need to further enhance support in relation to the prevention of terrorism and highlighted the role of the United Nations Office on Drugs and Crime. Regarding activities relating to peace and security, information was sought on how the Peacebuilding Fund had contributed to the region in recent years. Clarification was also sought on assistance to countries in combating illicit trafficking under the framework of the Airport Communication Project and the Global Container Control Programme, in particular why no mention had been made of Guinea-Bissau. The importance of maintaining the support to consolidate peace and secure long-term stabilization in the countries mentioned in paragraph 29 of the report was underlined.

279. Delegations noted the challenges faced by the United Nations system in providing support to the African Union and NEPAD owing to the lack of dedicated financial resources for the clusters of the Regional Coordination Mechanism for Africa and the implementation of the 10-year capacity-building programme for the African Union on the one hand and the problem of coordination within and among clusters on the other. Delegations welcomed the efforts of the United Nations to enhance coordination and reconfigure the cluster system with a view to improving the delivery of support for the development of Africa. Delegations took note of the successor programme to the 10-year capacity-building programme, which would take the form of a partnership on Africa's integration and development agenda.

280. While noting the recent adoption of the African Union Agenda 2063, delegations acknowledged the dynamic nature of African development priorities, as encapsulated in the Strategic Plan 2014-2017 of the African Union Commission, the NEPAD Strategic Plan 2014-2017 and Agenda 2063 and its 10-year implementation plan, and called for flexibility in aligning United Nations system support with current and emerging African development priorities.

281. Delegations expressed appreciation and support for the efforts of the Special Adviser and his Office in monitoring the implementation of commitments made to

the development of Africa and stressed the need to expand coverage to include the new development commitments to be made in the post-2015 development agenda and to continue to report regularly thereon to the General Assembly.

282. Regarding the challenges and constraints cited in the report, clarification was sought as to how NEPAD had gone about addressing the challenges of elaborating joint programmes bearing in mind the differences in the mandates of the individual governing bodies and the different actors on the ground. The need for better coordination among those actors was underlined. It was stressed that, before adopting the partnership on Africa's integration and development agenda, it was important to take into account the experience accumulated throughout the years and the impact of the various projects already implemented in favour of Africa.

283. Reference was made to General Assembly resolution 68/247 A, section VIII, in which the Assembly had strengthened the Office of the Special Adviser. Reference was also made to information contained in the performance review of the senior manager's compact for 2013 and it was highlighted that the Office had not met its targets with regard to recruitment time, the representation of female staff in senior professional posts and the implementation of oversight body recommendations. In that regard, information was sought on more recent performance indicators and efforts by the Office to speed up recruitment to enable it to implement its mandate effectively.

Conclusions and recommendations

284. **The Committee welcomed the report of the Secretary-General on United Nations system support for NEPAD (E/AC.51/2015/10) and recommended that the General Assembly should endorse the conclusions and recommendations contained in paragraphs 104 to 116 of the report.**

285. **The Committee recommended that the General Assembly should request the Secretary-General to continue to include, in his future reports, detailed information relating to the possible outcomes of the achievements of NEPAD targets.**

286. **The Committee also recommended that the General Assembly should reiterate its request to the organizations of the United Nations system to continue to promote greater coherence in their work in support of NEPAD, on the basis of the agreed clusters of the Regional Coordination Mechanism for Africa, and called upon the United Nations system to continue to mainstream the special needs of Africa in all its normative and operational activities, including the financing of programmes and projects, resource mobilization and humanitarian assistance.**

287. **The Committee further recommended that the General Assembly should request the organizations of the United Nations system to continue to coordinate closely with the NEPAD Planning and Coordinating Agency, as the technical body of the African Union, and other structures of the African Union Commission and the Partnership in order to support the Strategic Plan 2014-2017 of the African Union Commission and the 10-year implementation plan for the African Union Agenda 2063.**

288. **The Committee recommended that the General Assembly should emphasize the need for the organizations of the United Nations system and**

intergovernmental bodies to continue to fully take into account the views, comments and/or input of the African Union and other regional and subregional mechanisms in their policy formulation and decision-making, mainly in the areas of mediation, conflict prevention and peace and security.

289. **The Committee also recommended that the reports of the Secretary-General on NEPAD should continue to include information not only on seminars, workshops and meetings but also on other tangible actions and results in respect of United Nations system support for projects of the Partnership throughout Africa, while stressing that future reports should further enhance the focus on the impact, in both quantitative and qualitative terms, of the activities implemented by entities of the United Nations system in support of the Partnership, with regard to the resources.**

290. **The Committee commended the Office of the Special Adviser on Africa and recommended that the General Assembly should request the Secretary-General to ensure that future reports on NEPAD continued to include information on the activities undertaken by the Office in the areas of advocacy and analytical work, coherence and coordination and facilitation of intergovernmental deliberations relating to the provision of support by the United Nations system to the NEPAD agenda.**

291. **The Committee recommended that the General Assembly should request the Secretary-General, in the context of his report on NEPAD, to include information on the activities undertaken to support countries to address concerns regarding the protection of women and children, including from sexual violence.**

292. **The Committee emphasized the need for United Nations entities to continue their efforts in support of the region to combat new challenges relating to governance, young people, extremism and terrorism and recommended that the report of the Secretary-General on NEPAD should include information in that regard.**

293. **The Committee recognized the important role played by the development of hard infrastructure in Africa, in particular energy, railways and highways, and recommended that the General Assembly should reiterate its request to the Secretary-General to intensify his efforts to mobilize United Nations system support in that area, in particular for the initiatives of the regional economic communities.**

294. **The Committee emphasized the need for the continued implementation of activities relating to the monitoring mechanism and recommended that the General Assembly should request the Secretary-General to ensure that future reports on NEPAD continued to provide information in that regard.**

Chapter IV

Provisional agenda for the fifty-sixth session of the Committee

295. In accordance with paragraph 2 (e) of Economic and Social Council resolution 1979/41 and paragraph 2 of General Assembly resolution 34/50, the Committee shall submit to the Council and to the Assembly, for their review, the provisional agenda for its fifty-sixth session, together with the required documentation.

296. In its decision 1983/163, the Economic and Social Council requested the Secretary-General to bring to the attention of intergovernmental and expert bodies, before decisions were adopted, any request for documentation that exceeded the ability of the Secretariat to prepare and process on time and within its approved resources, and to draw the attention of intergovernmental bodies to areas where duplication of documentation was likely to occur and/or where opportunities for integrating or consolidating documents that dealt with related or similar themes might exist, with a view to rationalizing documentation.

297. The draft provisional agenda for the fifty-sixth session of the Committee is set out below. It has been prepared on the basis of existing legislative mandates and will be completed at the end of the current session in the light of the recommendations adopted by the Committee.

Draft provisional agenda for the fifty-sixth session of the Committee

1. Election of officers.
2. Adoption of the agenda and organization of work.
3. Programme questions:
   (a) Programme performance;

   Documentation

   Report of the Secretary-General on programme performance for the bienniun. 2014-2015

   (b) Programme planning;

   Documentation

   Report of the Secretary-General on the proposed strategic framework for the period 2018-2019: part one, plan outline, and part two, biennial programme plan (General Assembly resolutions 59/275, 62/224 and 69/17)

   (c) Evaluation.

   Documentation

   Report of the Office of Internal Oversight Services on the triennial review of the implementation of recommendations made by the Committee at its fifty-third session on the programme evaluation of the United Nations Environment Programme

Report of the Office of Internal Oversight Services on the triennial review of the implementation of recommendations made by the Committee at its fifty-third session on the programme evaluation of the Office for the Coordination of Humanitarian Affairs

Report of the Office of Internal Oversight Services on the triennial review of the implementation of recommendations made by the Committee at its fifty-third session on the programme evaluation of the United Nations Office on Drugs and Crime

4. Coordination questions:

   (a) Report of the United Nations System Chief Executives Board for Coordination;

   Documentation

   Annual overview report of the United Nations System Chief Executives Board for Coordination for 2015

   (b) New Partnership for Africa's Development.

   Documentation

   Report of the Secretary-General on United Nations system support for the New Partnership for Africa's Development (General Assembly resolution 59/275)

5. Report(s) of the Joint Inspection Unit.

6. Provisional agenda for the fifty-seventh session.

7. Adoption of the report of the Committee on its fifty-sixth session.

Annex I

Agenda for the fifty-fifth session of the Committee

1. Election of officers.
2. Adoption of the agenda and organization of work.
3. Programme questions:
   (a) Proposed programme budget for the biennium 2016-2017;
   (b) Evaluation.
4. Coordination questions:
   (a) Report of the United Nations System Chief Executives Board for Coordination;
   (b) New Partnership for Africa's Development.
5. Report(s) of the Joint Inspection Unit.
6. Provisional agenda for the fifty-sixth session.
7. Adoption of the report of the Committee on its fifty-fifth session.

Annex II

List of documents before the Committee at its fifty-fifth session

A/70/80	Report of the Secretary-General on consolidated changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2016-2017 and proposals to improve the implementation of results-based budgeting (General Assembly resolutions 58/269, 62/224 and 67/236)
A/69/6/Rev.1	Biennial programme plan and priorities for the period 2016-2017
A/70/6 (Sect. 10)	Least developed countries, landlocked developing countries and small island developing States
A/70/6 (Sect. 22)	Economic and social development in Western Asia
A/70/6 (Sect. 29D)	Office of Central Support Services
A/70/6 (Sect. 29E)	Office of Information and Communications Technology
A/68/74 and Corr.1	Report of the Secretary-General on proposed revisions to the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, Monitoring of Implementation and the Methods of Evaluation (General Assembly resolution 68/20)
A/70/72	Report of the Office of Internal Oversight Services on strengthening the role of evaluation and the application of evaluation findings on programme design, delivery and policy directives (General Assembly resolution 62/224)
E/2015/71	Annual overview report of the United Nations System Chief Executives Board for Coordination for 2014 (Economic and Social Council resolution 2008 (LX))
E/AC.51/2013/5	Report of the Office of Internal Oversight Services on the review of the evaluation capacity of the Office of the United Nations High Commissioner for Refugees
E/AC.51/2015/2	Report of the Office of Internal Oversight Services on the evaluation of the United Nations Human Settlements Programme
E/AC.51/2015/3	Report of the Office of Internal Oversight Services on the thematic evaluation of monitoring and evaluation of the Millennium Development Goals: lessons learned for the post-2015 era
E/AC.51/2015/4	Report of the Office of Internal Oversight Services on the evaluation of the United Nations Conference on Trade and Development
E/AC.51/2015/5	Report of the Office of Internal Oversight Services on the evaluation of the Office of the United Nations High Commissioner for Refugees

E/AC.51/2015/6	Report of the Office of Internal Oversight Services on the evaluation of the Economic Commission for Latin America and the Caribbean
E/AC.51/2015/7	Report of the Office of Internal Oversight Services on the evaluation of the Economic and Social Commission for Asia and the Pacific
E/AC.51/2015/8	Report of the Office of Internal Oversight Services on the evaluation of the International Trade Centre
E/AC.51/2015/9	Report of the Office of Internal Oversight Services on the evaluation of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women)
E/AC.51/2015/10	Report of the Secretary-General on United Nations system support for the New Partnership for Africa's Development (General Assembly resolution 60/275)
E/AC.51/2015/L.1	Note by the Secretariat on the status of documentation
E/AC.51/2015/L.2	Note by the Secretariat on the report(s) of the Joint Inspection Unit (Economic and Social Council resolution 2008 (LX) and General Assembly resolution 59/267)
E/AC.51/2015/L.3	Note by the Secretariat on the draft provisional agenda for the fifty-sixth session of the Committee (Economic and Social Council resolution 1894 (LVII))
E/AC.51/2015/L.4 and Add.1-17	Draft report of the Committee
E/AC.51/2015/INF/1	List of delegations

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